

# Employee Services

JOURNAL OF EMPLOYEE RECREATION

Management

HEALTH AND EDUCATION

FEBRUARY 1987



Lunchtime  
Programming

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Nearly 3,500 companies throughout the United States, Canada and Mexico now call themselves NESRA members and practice what we preach. Through such human resources tools as employee assistance, fitness, sports, travel, education, pre-retirement planning and discount programs, they have realized the corporate benefits of employer-sponsored, non-negotiated benefits.

To tap into NESRA's information network, its publications, conferences, program consultation, awards, tournaments and ready-made discount programs, contact NESRA at 2400 S. Downing, Westchester, IL 60153, 312/562-8130 and join the rest of today's progressive companies who benefit from practicing what we preach and teach.

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# EMPLOYEE SERVICES MANAGEMENT

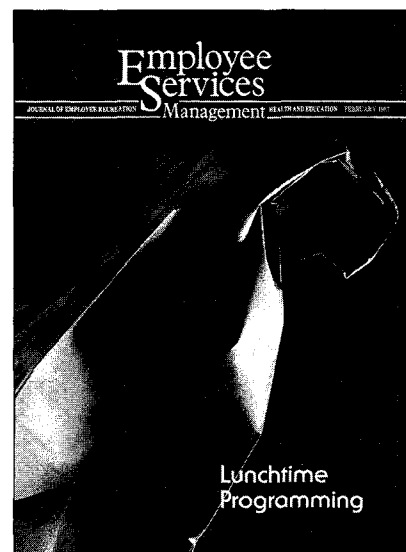
Volume 30 • No. 1

## In this issue . . .

Today, people are looking for ways to increase their knowledge and make maximum use of their time. This issue's cover story introduces lunchtime programming as an opportunity to provide significant learning experiences for your staff. Read "Put Lunchtime Programs on Your Menu" to learn how to encourage self-development, support human resource programs, improve employee communications, etc. . . . through effective lunchtime programming.

Integrating disabled employees with the able-bodied is an emerging trend in recreation programming as more and more physically challenged individuals enter the workforce. Turn to "Recreation Programming for the Physically Challenged" to see how employee services and recreation managers can meet the needs of their impaired employees. Also, see how the results of accessibility can make major differences in the health and happiness of your physically challenged employees.

Given the national focus upon drunk driving, employers can expect an increasing chance of liability for employee accidents associated with alcohol served at company functions. This month's legal column, "Host Employer Liability: Alcohol-Caused Accidents," cites examples of recent cases and their accompanying court decisions.



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PUBLISHER	EDITOR	PRODUCTION	CIRCULATION
Patrick B. Stinson	Pamela A. Tober	Stan Misunas	Nancy Messerle

### ADVERTISING SALES OFFICES

Charles Bashian  
1501 Euclid Ave., #736  
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Journal of the National Employee Services and Recreation Association, a nonprofit organization with international membership, dedicated to the principle that employee services recreation and fitness programs are essential to effective human resources management.



## Office Smoking Under Fire

The number of businesses restricting smoking has nearly tripled since 1980, according to a recent survey of managers in companies of all sizes conducted by the Administrative Management Society.

Forty-two percent of the survey respondents say that their offices have official policies regarding the rights of smokers and nonsmokers, and an additional 10 percent are considering it. This contrasts with a similar study conducted by AMS in 1980, when 16 percent of the respondents said that their offices had such policies.

Smokers and nonsmokers are in wide disagreement over whether smoking affects productivity, the survey found. As might be expected, only 18 percent of the smokers believe that smoking reduces productivity, compared to 68 percent of the nonsmokers.

Nearly three-quarters of the respondents indicate that their companies have

received objections or complaints from nonsmokers about smoking in the work place.

## Workers Pick Favorite Benefits

Workers asked to select two employee benefits they do not already receive first chose an automatic cost-of-living adjustment to their salaries, reports *Management Strategy*.

The second most popular benefit, as shown in survey findings released by the Roper Organization, is dental insurance that would offer coverage similar to standard medical/health plans.

"Time after time, our data shows that workers would choose more money over non-monetary benefits," states the survey report.

The third selection was the option of taking a two or three month sabbatical every five years. The fourth choice was a four day work week.

## Corporate Support for Sick Child Care

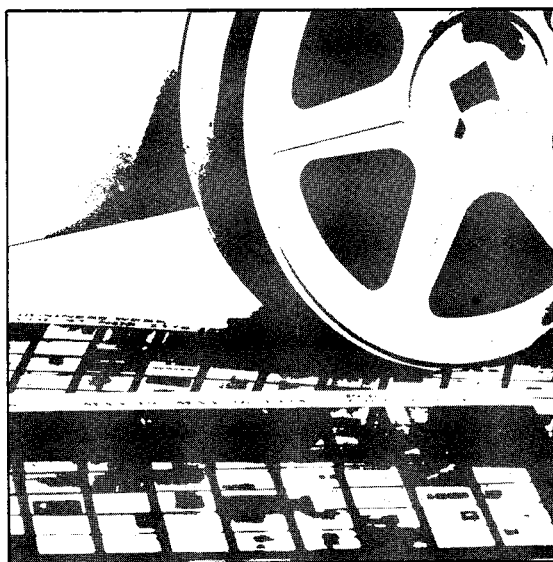
Up from only six in 1981, today there are some 80 ventures nationwide that look after mildly ill children, reports *The Wall Street Journal*. Sick child care is spreading, and that's welcome news to many working parents and their employers.

The types of services available range from in-home providers to specialized centers run by hospitals and child care centers. Increasingly, this type of care is subsidized by employers.

The reason is clear. Businesses are recognizing the high price of absenteeism, tardiness and work place tension among employees with sick children.

AT&T is considering investment in special sick bays, set up by both hospitals and child care centers, that have slots reserved for its workers' children. A number of small law and accounting firms in Tucson, Arizona, pay the \$8-an-hour bill for a non-profit in-home

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## NEWS IN BRIEF

health program to care for employees' ill children.

Transamerica Life set up a subsidized sick child care center two blocks from its headquarters. The care costs the company \$35 a day. At 3M, up to 78 percent of the fees for home health care aides are covered by the company when children of its headquarters staff are ill.

### Pay for Knowledge

Pay-for-knowledge compensation systems pay workers for the skills they possess rather than the specific jobs they do. According to a U.S. Department of Labor report, they can provide work force flexibility and productivity improvement to management and job satisfaction and better pay for workers.

The report found that among the major benefits of pay-for-knowledge are work force flexibility and employee de-

velopment. Productivity, work force stability, employee commitment and satisfaction, and labor-management relationships may also improve as a consequence of using such a compensation system.

Single copies of the report, "Exploratory Investigations of Pay-for-Knowledge Systems," are available without charge from the Bureau of Labor-Management Relations and Cooperative Programs, Room N5419, U.S. Department of Labor, 200 Constitution Avenue, N.W., Washington, D.C. 20210. Provide a self-addressed mailing label when ordering this publication.

### Alcohol is Alcohol

People who switch from hard liquor to wine or beer in an effort to avoid alcoholism aren't helping themselves, says Dr. William Hazle, medical di-

rector of the Stanford Alcohol and Drug Treatment Center.

"Alcohol is alcohol, and it offers the same potential for addiction in whatever form it's consumed," says Hazle.

For example, a standard 12-ounce bottle or can of beer, a four-ounce glass of wine, and a shot of liquor all provide the same alcohol content.

### Job Market Tightens for New Grads

New college graduates are going to find the job market more competitive as employers approach the coming year with caution and expect to hire 2.4 percent fewer bachelor's degree candidates.

The decrease is due to a combination of factors, including mergers, downsizing by large corporations, increased use of technology and increased global



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 **NESRA** Associate Member

## NEWS IN BRIEF

competition.

"Large employers across the board have developed an approach to do more with fewer people," says John Shingleton, placement director at Michigan State University.

Starting salaries for graduates with a bachelor's degree are expected to average \$21,815, up 2.9 percent over the current year. Those with master's degrees will average \$26,628, up 2.8 percent, and those with a Ph.D. will command an average salary of \$30,754, an increase of 2.5 percent.

Shingleton reports that the greatest increases in demand are for candidates with majors in hotel, restaurant and institutional management. The most employment opportunities for new graduates are in the Southwest and Northeast.

## Meet Your Type

The Red Cross blood center in Dedham, Massachusetts, invites singles to "Come Meet Your Type." That's the idea behind the free singles party to encourage people to donate blood while they improve their social lives.

## Futurists Offer Forecasts

Each year the World Future Society publishes forecasts for the years ahead. Among them are the following:

- By the end of the next century, a single city may have more than 100 million inhabitants. Eventually, there may be cities with more than a billion residents.
- Robots will generate a new legal specialty as lawyers fight over liability for damage that robots cause. Already robots have killed or injured a number of workers.
- The lifespan of cars will soon increase to almost a quarter of a century. The average car now lasts seven and a half years. This figure will increase to 10 years by 1990 and to 22 years by 2000.
- Twenty-five to 35 percent of all

## NEWS IN BRIEF

paid work in the U.S. will be done from people's homes by the turn of the century. People will communicate rather than commute.

And notably, the following:

- The bathroom seems destined to become a social center. The two-person bathtub will likely give way in many homes to a pool in which a whole family can bathe together or a group of children can play. Adults will begin entertaining in the enlarged bathroom. Exercise equipment will give guests a chance to improve their health while socializing.

### Models May Not Motivate

Television and magazine advertisements featuring very fit and slim people may be a major deterrent to get people to exercise regularly, according to William Haskell, a Stanford University physiologist.

"Pictures of beautifully fit men and women lead to the idea that everyone must achieve and look like that." But Haskell points out that "national statistics show that 80 percent of men over 40 do not participate in any regular vigorous exercise."

The optimal amount of exercise varies for each person, depending on age, health and recent activity. However, for most adults, 30 to 40 minutes of moderately intense activity relative to their own capacity will result in substantial health and performance benefits, says Haskell.

### Extra Calcium

As a deterrent to osteoporosis, a bone disease that eventually affects as many as half of all females, the National Institutes of Health recommend that they consume 1,000 to 1,500 milligrams of calcium each day. *U.S. News & World Report* writes that food companies are adding calcium to a surprising variety of products.

A cup of Gold Medal all-purpose

flour, for instance, now contains 160 mg of calcium. And a can of TAB soft drink with added calcium provides 100 mg of the mineral.

Some women have turned to calcium tablets because of the high calories and cholesterol content associated with dairy products. But doctors advise caution with the pills, and many nutritionists agree that people are better off getting calcium from food, including the fortified products.

Foods other than dairy products that are rich in calcium include sardines, salmon, oysters, tofu and broccoli.

### "Jarm" to the Music

What's the latest way to stay fit? *Jarming* to music!

*Your Health & Fitness* reports, "At 9 o'clock on a bright spring morning, Catherine Abbot enters her living room, selects a recording of Tchaikovsky's 1812 Festival Overture, and takes a stance. She picks up a baton, throws her head back, and presently, she is jarming to the music."

Jarming can be defined as jogging with the arms. For older people, who may have limited leg mobility, it can be the ideal exercise.

Vigorous "conducting" of a musical recording may be safer than jogging and possibly equals it in terms of fitness development, according to *Modern Medicine* magazine. It cites the longevity of orchestra conductors, violinists and concert pianists to support its theory.

### Book Learning

- Three in 10 book buyers visit a bookstore at least every two weeks.

- One out of 10 books are purchased as gifts.

- Most books were purchased at bookstores, but supermarkets, drug stores and discount stores are taking a share of the market.

- 14 percent of all book buyers are members of a book club.

This space contributed  
as a public service.

## "YES, THERE IS LIFE AFTER BREAST CANCER. AND THAT'S THE WHOLE POINT."

—Ann Jillian



A lot of women are so afraid of breast cancer they don't want to hear about it.

And that's what frightens me.

Because those women won't practice breast self-examination regularly.

Those women, particularly those over 35, won't ask their doctor about a mammogram.

Yet that's what's required for breast cancer to be detected early. When the cure rate is 90%. And when there's a good chance it won't involve the loss of a breast.

But no matter what it involves, take it from someone who's been through it all.

Life is just too wonderful to give up on. And, as I found out, you don't have to give up on any of it. Not work, not play, not even romance.

Oh, there is one thing, though.

You do have to give up being afraid to take care of yourself.



Get a checkup. Life is worth it.

# Put Lunchtime on Your

**E**mployee services are programs, facilities, activities, and opportunities supplied by or through an employer which are useful or beneficial to employees. Lunchtime programming provides a way to present these opportunities to our staff.

Today, people are looking for ways to increase their knowledge and make maximum use of time. New specialized magazines, and "How to . . ." books appear monthly. Audio cassette sales are skyrocketing, and although the degree of participation varies, almost every adult appears to undertake at least some learning activity every year.

The "power lunch" and breakfast meetings are efficient tools for conducting business meetings, however, sound time management involves thinking in terms of effectiveness first and efficiency second. Effectiveness concerns the best use of time. Lunchtime programs create effective lunches!

While policies on lunch breaks vary, it appears to be a common practice to provide between 30 and 60 minutes for lunch. Many employers provide recreational facilities and employee lounges in addition to the employee cafeterias. Staff members can choose to spend this time however they wish. Some exercise, some read or take a walk with co-workers, while others rest.

## THE OPPORTUNITY

Lunch breaks provide the most opportune time to develop educational situations and learning experiences that will meet certain needs, interests and objectives of your staff in an efficient, effective and economical way.

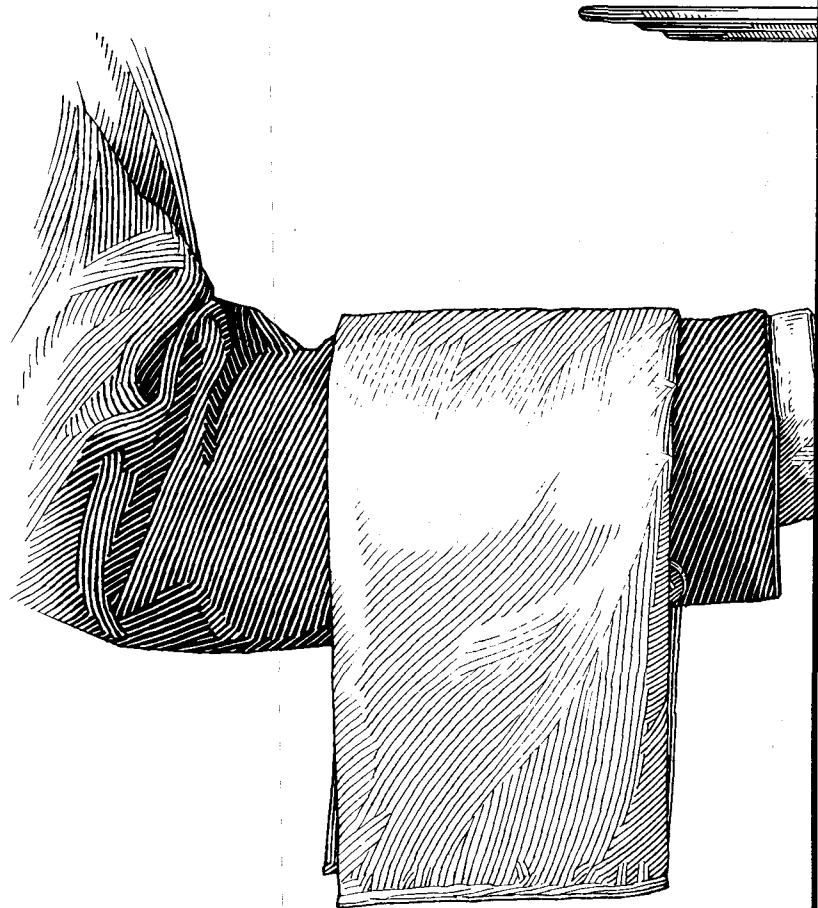
Lunchtime programming provides an opportunity to: encourage self development, support human resource programs, improve employee communi-

cations, improve quality of life and quality of work life, and support corporate business and social responsibility objectives.

If we can provide exercise programs during the work day, we can also provide an opportunity for learning. "Learning is to the mind what exercise is to the body; it keeps you in shape so that you can stretch when you need to."

The diversity of programming possibilities can be overwhelming for the

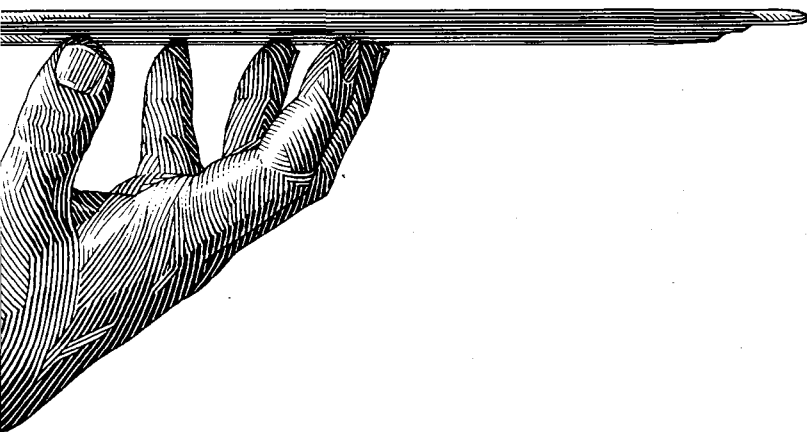
planner. However, the ability to tie in other human resource services is a major reason for employer support. Whether the program format be lecture, demonstration, film or fair, exposure to other human resource programs, such as career planning services, employee assistance programs, fund





# Programs Menu

by William F. Craig, CESRA



drives, benefit counseling, tuition aid plans, wellness/health awareness programs or life planning programs, is tremendous. Thus, in a short period of time, 25 to 40 minutes, six to 12 times per year, you will have an opportunity to provide a significant learning experience for your staff, and highlight staff services, all at little or no cost to the employee club or the company.

## **CAPITALIZE ON THE OPPORTUNITY**

The beauty of this type of program is that you personally could develop a long list of very effective program topics and presentations in a very short period of time. The fun is in involving your staff and other staff members. Setting up the program is, in itself, a

valuable learning experience. It provides an opportunity for a staff member to demonstrate management and negotiating skills in planning, organizing, developing and controlling a program introduction.

First, you must consider the facilities at your disposal and the capacity of each area, e.g., cafeteria, employee lounge, auditorium, large conference room or training rooms. In addition, you must be aware of the audio/visual equipment available to you, the number of lunch periods, approximate number of employees on break during each lunch period, accessibility of facility for retirees (also potential beneficiaries of lunchtime programs), corporate and community interest, and wherever possible, statistics on employee participation in other corporate programs, e.g., fitness tie-in with lectures on exercise or diet; tuition aid tie-in with tips on studying or how to take graduate exams, etc.

Next, determine the needs, interests and concerns of your staff as well as the needs, interests and concerns of the

surrounding community. Then set a goal in terms of the type of programming, e.g., timely diversified programs to support the social, cultural and educational needs of the staff and community.

## **SOURCES AND RESOURCES**

Local newspapers, magazines and business publications, such as this magazine, are excellent sources for program ideas that address timely issues, e.g., elder care, new art exhibitions, tax reform, etc. An article in a trade publication recently highlighted the results of a survey which indicated that a significant amount of employee time off from work was taken to deal with legal or legal-related matters, e.g., car accident, trouble with contractors, etc. The items noted presented significant opportunities for lunchtime programming.

Once again, the sources available to us provide an abundance of ideas worthy of internal discussions and informal surveys. These ideas combined with the needs assessment will enable you to zero in on a number of program ideas. Choose more topics than you feel you'll need. Plan a series on one topic, e.g., three lunchtime sessions on tax reform, meeting once each week for three weeks, or plan monthly programs on different topics. The frequency can be adjusted based on staff response and participation.

Once the topics have been decided, it is important to initially seek external resources to present the program. The presenters must be professionals in the field they are discussing, and they must be available to present the topic at one or more lunch periods. This ensures that all staff members have access to the presentations. Organizations such

# Know us by the companies we keep



The National Employee Services and Recreation Association is known by the companies it keeps—year after year. More than 3,000

members represent NESRA which was established in 1941. Through cooperation and interaction, they have helped each other develop the finest recreation programs and services for their employees. NESRA, the only association of its kind in the world, provides "ready-made" programs for immediate implementation, technical advice and other valuable services. These services are designed for developed or underdeveloped programs and for full-time, part-time or volunteer coordinators of employee activities. NESRA is a vital communications link between members. This is why the Association has grown steadily in value and recognition. And this is why you really owe it to yourself to find out what benefits you and your employees might be missing. NESRA is ready to help. Get the entire story. No obligation—just information. Write: Director of Membership, NESRA, 2400 S. Downing, Westchester, Illinois 60153. Phone: (312) 562-8130.

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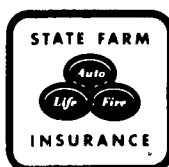
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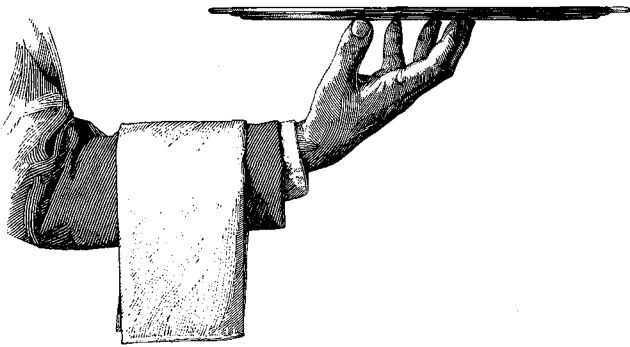
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as the United Way, local art groups and local police departments are just a few of the excellent resources available and in many cases they have work place programs already in place. Many of these programs are offered at no cost assuming you can provide the audience and will promote the program within your organization.

Local college professors, authors, child care experts, doctors, etc., are also available and generally are given an honorarium. In addition, there are professional consulting groups that will initiate an entire program on a fee basis. Whatever the topic, it is important that you look for a potential tie-in with corporate services available to the staff.

If, for example, a representative from a drug rehabilitation facility is talking to parents about the early signs of drug abuse, a representative from your employee assistance program should be introduced or at least be available to provide any additional information the staff members may need. You may also decide to alternate the lecture format with other programming ideas. The same resources noted above could be used to develop a health fair utilizing a number of local hospitals, or a travel fair utilizing tourist bureaus assembled by your travel wholesaler.

The setting for the presentation may vary as well. Lectures can be held in the employee cafeteria along the lines of a "lunch and learn" program format, or interested staff members can be invited to an auditorium presentation after lunch for coffee and dessert while attending the program. These elements lead to one of the most important elements for success—promotion!

## TELL THEM ABOUT IT

The major benefit of lunchtime programs is that they are available to everyone who is interested, at no cost, during the business day. Naturally, everyone will not be in a position to attend for various reasons, but knowing the programs are available will have a positive impact on your employee relations objectives.

**Lunch breaks provide the most opportune time to develop educational situations in an effective, economical way.**

While promotion is important, it need not be expensive. Utilize internal printing resources if available, alternate ink and paper color to make the flyer/poster stand out, but ensure that everyone has an opportunity to see the announcements well in advance of the program. Distribute the same flyer as a reminder two days prior to the program, and post it in high traffic areas, e.g., elevators, cafeteria tables, etc., the morning of the program.

The promotion piece should be succinct, explaining the topic, noting the time and location, and where to call for

additional information (or to make reservations if your seating capacity is limited). Distribute your flyer via your usual internal distribution methods, include a copy in your internal publications, post on bulletin boards and be sure all club representatives are involved. (Remember you might find it beneficial to invite retirees or other family members if space permits).

## PRESENT THE PROGRAM

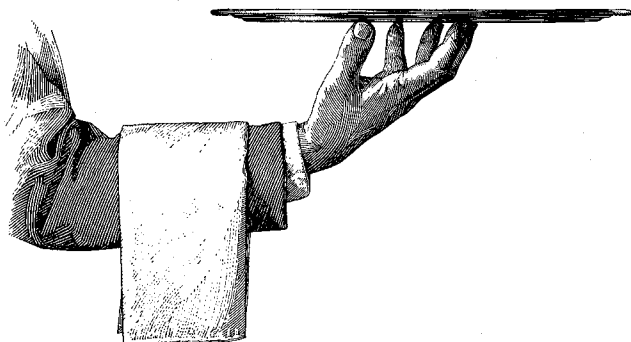
If you've accepted reservations be sure these people are given choice seats and their reservation is acknowledged. (Also, save this list for future program announcements.) Arrange to meet the presenter well in advance of the start time and ensure all is in order. Whenever possible, prepare summaries of the presentation or handout material so the staff member has something to take away from the program and *include a survey form*. This survey provides an ideal format for evaluating the various aspects of the program and getting input for future programming.

## EVALUATION AND COST CONSIDERATIONS

Pre-program inquiries, participation and survey responses provide ideal criteria for evaluating each program and planning future programs. These elements will also help in determining frequency and timing.

Attendance determines the per capita cost of each program and this is also a factor in evaluation. The larger the attendance, the lower the per capita cost, so it is in the best interest of the program to maximize the promotional opportunities and create interest.

Establish detailed cost records on each program, include internal or external charges for printing the announcements, survey and handouts as well as costs for speakers and film rentals in



support of the topic being presented.

At Chase, we've varied our format and presented a number of programs including: a local author promoting his recent book, authors of best-selling books conducting readings for a local cultural organization; experts on child care presenting child care and parenting options; a local museum discussing a major exhibition; tax experts explaining tax law changes; representatives of health agencies discussing stress, hypertension, nutrition; and police department presentations on crime prevention topics, e.g., rape prevention, neighborhood watch programs, etc.

We've also introduced special attendance incentives into many programs, e.g., discounts on the books being discussed; prize drawings for copies of the book, or tickets to the art exhibition; a count-the-calorie contest prior to the discussion on nutrition, etc. Thus, our major cost is in promoting the program.

The presenter costs have varied from no cost to contributions made to the presenter's organization or an honorarium. We've had attendance that ranged from 50 staff members to over 500, but we've maintained an average annual per capita cost of less than \$2 per participant for lunchtime programs. This cost is based on varying programs, presenters and negotiating frequency. In addition, as you meet with your various resources, you'll recognize needs that make the presentation worthwhile to both organizations. This further solidifies the teamwork concept in presenting lunchtime programs and leads to cost sharing, cost reduction, etc.

You may, for example, help the organization by preparing a slide presen-

tation that helps them present the program for your staff and then donate the creative work to the organization for future use elsewhere. Here, a company sponsored camera club or art group could help with this endeavor, thus, further reducing costs and creating additional opportunities for involving other areas of the corporation.

In *The Success System that Never Fails*, W. Clement Stone said, "If there is nothing to lose by trying and a great deal to gain if successful, by all means try!" I feel those words best summarize the opportunities presented in lunchtime programming. ☺

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William F. Craig, CESRA, is Vice President-Employee Services Manager for Chase Manhattan Bank in New York City, New York.

## LUNCHTIME PROGRAMMING GUIDELINES

- Determine Needs & Interests
- Set Objectives
- Identify Resources
- Establish Procedures & Estimate Expenses
- Design Program Format & Promotional Plan
- Follow-up on Delegated Assignments
- Conduct Program
- Evaluate



# WINNING PRESENTATIONS

by Jim Cathcart

**F**or decades I've heard that in order to influence people to your way of thinking, you must learn to speak confidently on your feet. Yet the *Book of Lists* tells us that the greatest human fear is speaking in front of a group. My own experience in leading seminars around the world bears this out.

Whenever I'm teaching presentation skills, the first question is always: "How do you handle nervousness when speaking?" That feeling is also called "stage fright" or "opening night jitters." It's closely akin to the salesperson's feeling known as "call reluctance."

The best way to overcome it is to get to know your audience and prepare your thoughts fully. The more you know about the feelings and thoughts your audience has toward your topic, the less fearful you will be. Likewise, the more clearly you have determined *what* you will say and *how* you will say it, the less nervous you'll feel.

There are four elements of a successful presentation: the speaker, the

**How do you handle nervousness when speaking? Get to know your audience and prepare your thoughts fully.**

audience, the environment, *and* the presentation. You can control each of these by following a few simple guidelines for preparation, delivery and implementation of your ideas.

Let's start with the presentation itself, because that will lead us through the others as well.

There are three vital questions to answer: What is the purpose of the presentation? What is the purpose of the

presentation? And—what is the purpose of the presentation?

Until your purpose is clear, no other items are significant. But once the purpose is clear, the other decision-making becomes easier.

If your purpose is to sell an idea or gain the cooperation of others, then you know how to gear the presentation. Maybe your purpose is to eliminate skepticism, generate support, teach a technique or skill, motivate others into action, disseminate information, or maybe a combination of these.

Practice stating your purpose in one or two sentences for each presentation. Ask yourself: Why should I give this presentation? And answer with: "Because I want them to \_\_\_\_\_ (at that point, fill in the purpose of the presentation itself). Be as specific as possible. Think of the last presentation you made or of one which is coming up soon. What was or is the purpose of that particular speech?

Let's take some sample situations. Assume you were presenting a report during a staff meeting. Your purpose



might be to inform the other department heads of your recent accomplishments and gain recognition for the fine job you and your department members have done. In presenting to a local civic club, your purpose might be to get others to help your pet project by serving on the project committee. For a sales presentation to a board of directors, your purpose could be to gain their acceptance to approve your new proposal. Each of these would call for a little different style of presentation, but the basic elements and steps in the process would mostly be the same.

First is preparation. My friend Joel Weldon says, "Preparation compensates for a lack of talent." Preparation includes audience research, development of your topic, preparation of the environment and preparation of yourself.

Find out as much as you can about your audience: Who will be there? Who *should* be there? What do they already know about this topic? Are their minds open or closed regarding this subject? What previous experiences have they had related to this item? What is their perception of you—trust or skepticism?

I send out a questionnaire to my audience's meeting planner in advance. It includes such questions as: What are your specific goals for my presentation? I ask this because I want to know what seeds or ideas they want planted in the minds of the audience. What goals would they like for me to accomplish? What information would they like me to present?

Determine the nature and scope of the meeting itself. Is this a regular weekly or monthly meeting, or is it a special event? What other items are on the agenda? Imagine having to present your ideas just after a brief memorial service for a departed friend. What kind of time frame is available? Will there be enough time to accomplish your goals? *Exactly* when does the program start and end?

Can you arrange for the set-up of any necessary visual aid *before* the meeting gets underway? Picture the awkwardness of the changeover as you reset the front of the room after being introduced. Once in Los Angeles at a luncheon, I was scheduled for a one-hour speech. All the materials were laid out in advance, but during the announcements which preceded my introduction, some misinformed member of the group walked to the front of the room and rearranged everything I had prepared. Sometimes even the best plans can be messed up, but thorough preparation eliminates the majority of these disasters.

Clearly determine *exactly* where the meeting will be held. There is no remedy available when you show up at the conference room right on time, only to find that the meeting has been moved to a restaurant all the way across town!

Know *who* will introduce you, if anyone, and prepare a short introductory paragraph for his or her use. Keep it brief and to-the-point. The main question to address is "Why is this speaker appearing at this time, before this audience, on this topic? Determine, when possible, what the group *expects* from you. Sometimes pre-program announcements or comments can change the things people expect from a presenter. Don't try to be cute in selecting your title. Just state clearly what you plan to cover.

## THE PRESENTATION

Once you are comfortable with the audience, your purpose, and the en-

vironment, return your attention to the presentation itself. Select the *one* main idea you'd like to plant in the audience's minds. What do you want them thinking after your presentation? It might be "I like that idea," or "I want to serve on the committee," or "We should accept this proposal." Be clear about the one idea.

Next, select three to five points which best illustrate your idea. Choose the winners—leave minor points for later. It may be hard to get it down to three or five, but your control of the presentation often depends on it. Covering more is difficult in a presentation of one hour or less.

Once each item is selected, start a file of ideas. Keep your main points on a card where you'll see it daily. Each time you read an article, have a discussion, or hear an idea, ask yourself, "How can I use this to illustrate one of my points?" Speech material which comes from your real life experiences is far more powerful than anything you can get from a book of speech material.

Now, you can outline your speech. For a briefing before the staff, you might follow this formula? 1—Here is the situation as it was. 2—This is how it got to be that way. 3—Here is what I did about it. And 4—These were my results. Cover only the key points in relating it to them.

For a civic club appeal to gain more helpers, you could use the A.I.D.A. formula: attention, interest, desire, and action. To gain attention, describe the problem. Stimulate interest by explaining how the problem affects your audience members. To peak their desire, explain your solution (their involvement in the project) and especially point out the benefits they'll gain through that involvement. Then, call for action by telling them exactly how to become more involved.

The sales presentation before the board of directors takes a little different approach, but the process is very similar. Follow the S-O-S-C formula. S—situation analysis, "Here is where we

# BEYOND TOMORROW



## PLANNING FOR A PROGRESSIVE FUTURE



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are.” O—objectives, “Here is where we’d like to be.” S—strategies, “Here’s how we can get there.” And C—controls, “Here’s how we can be sure of getting there appropriately.”

As you build each of your examples, look for opportunities to illustrate with stories from real life to which every audience member can relate. The more you personalize your presentation, the more convincing it will be.

Many speech teachers encourage students to start with a joke. If you’re not a natural joke teller, don’t risk it. Begin instead with a courteous greeting, and an overview of your purpose and what you will cover. Then, launch right into your presentation. The shorter your talk, the more likely it is to be appreciated.

I’m often asked, “How do you get involvement from the audience?” The best way is to make it easy for them to be involved. Early in your talk, ask a few questions with nearly obvious answers. This lets them know that you encourage participation. Start with general questions like, “How many of you would be interested in reducing your expenses?” or “How many of you have been with the company for 5 years or longer?” Then later, move to more specific questions like, “How much money is budgeted for sales promotion this quarter?” or “Who is the senior person in this group?”

In responding to questions from the audience, be sure to re-state the question so that everyone else in the room can hear it clearly. Then, give your answer and check to see if you an-

swered the person’s question to their satisfaction. You might ask, “Does that fully answer your question?” Then thank the person for asking and go back to your presentation.

If you encounter a real skeptic or a heckler in the audience, listen to his/her questions, re-state them to be sure you heard them clearly, but then answer the question to the entire group, rather than back to that individual. If you focus your attention specifically on that individual, you encourage more questions and more challenges. Instead, talk to the entire group and never put your audience members down. Resist the temptation to throw a little “zinger” to put somebody in his or her place.

When the time finally comes for the actual presentation itself, get there early and make sure everything is right for your presentation. Check out the room layout, lights, electrical outlets if you’re using a projector, visual aids, writing materials, etc.

Talk with your introducer and assure that no last minute changes have thrown a monkey wrench in your plans. Just before you’re introduced, breathe fully, uncross your legs and sit comfortably, so that you could rise easily, and start with confidence and control. Open your talk with a smile, and a pleasant greeting. Then, begin as you had planned. Be confident, keep eye contact with *all* audience members, and speak loudly enough to be heard in the back rows.

Dress in a manner which is non-distracting. They should remember your idea—not your clothing. Remember—you are your number one visual aid. More eyes will be on you than on your props.

Don’t pace and don’t hide behind the lectern. Speak comfortably, use natural gestures, and leave the showmanship to the professionals. Summarize the points you have made and clearly tell the audience what they can do about them. Make it easy for them to follow your recommendations.

Take personal responsibility for get-

ting the response you want. Think through the implementation process and offer assistance wherever you can. “Here’s how to put these ideas into use . . .”

If ever you suspect you are about to bomb, don’t keep on talking. Ask for questions, summarize briefly and end with a smile. If you try harder to persuade them by stretching your presentation, you’ll lose them all. As one man said of a long-winded speaker, “The only way that guy could have said less would have been to talk longer.”

## MEETING CHECKLIST

I’d like to offer you a checklist for situations when you find yourself in charge of the next meeting. There are three things to consider: creating the right atmosphere, scheduling it for high impact, and being sure that your audience hears and sees the entire presentation.

For creating the right atmosphere, a meeting will either thrive or die—depending on the overall atmosphere. So choose a pleasant location and provide comfortable seating for everyone.

**Have only as many seats as you have people.** Extra chairs could always be brought in. Select seating that fits your program. For seminars, you might have seating theater style. For meals, try round tables rather than those long banquet tables they used to have. For

**If you suspect you are about to bomb, don’t keep on talking. Ask questions, summarize briefly and end with a smile.**



discussions, try conference style. Head table: yes or no? Head tables are a remnant of a bygone era. An open platform with a lectern can accomplish the very same thing. Why display your V.I.P.s as they eat? If you have a head table, only those who are absolutely necessary should be seated at it.

**Temperature can be a real killer for a meeting.** Try to keep the meeting room as cool as you can without it being cold. Regardless of the thermostat reading, don't heat up the room much. A hot room leads to a sluggish audience.

**Provide as much lighting as you can when a speaker is on stage.** Both speaker and audience should see each other clearly. Appoint a person as a troubleshooter to take care of distracting noises, unruly hecklers, lighting or sound problems. The speaker should not have to stop and ask someone to close a door or fix a sound system. It should happen almost automatically.

**Schedule for high impact.** For general purposes, it's a good idea to start with a dramatic beginning like a special speaker, a presentation or event, and build to a climax at the end of the meeting. Does your introductory item get their attention right away and set the mood for the rest of the meeting?

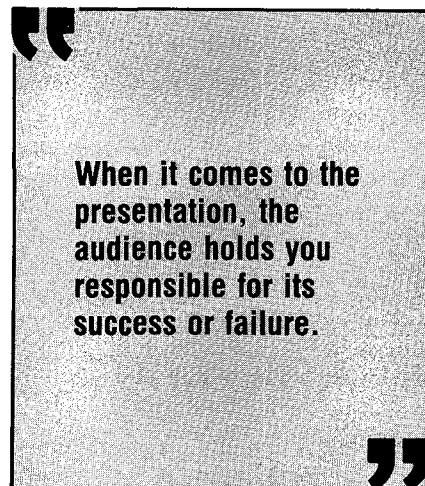
**Start and end on time.** If you start late, you're actually punishing those who were prompt and rewarding the latecomers. Select a person as a timer. Have him stand behind the audience and signal the people on the program as their time is expiring.

For example, give "five minute warnings." Hold a briefing for your speakers and program participants prior to the opening of the meeting. Review with each person his or her part in the meeting and the times to start and finish.

**Cocktails:** a much requested item which can create enormous problems. Never schedule cocktails for any longer than thirty minutes unless there's nothing on the program after the cocktail hour. Always close the bar during the

meeting. And when possible, don't offer cocktails prior to a major item like a guest speaker. Provide soft drinks and snacks as an alternative for those who don't choose to drink alcohol.

**For meals,** meet with the catering coordinator ahead of time to assure that these common problems are avoided: a waitress bringing the check to the head table during the program or waiters still rattling plates after the program has begun. When possible, complete the meals before beginning your program, but don't wait too late or you'll lose the audience.



**If you're giving out awards** at the meeting, put them on the program at the best possible spot, because as far as your audience is concerned, this is a major item. Hand out the smaller awards rather quickly before your main speaker comes on, and then give the bigger awards after the speaker has finished. And rehearse the presentations. If it's a meeting where you're installing officers, do it last on the program to give it the prestige it deserves.

**Let us hear and see it.** A microphone is for the audience, not for the speaker. The speaker has no difficulty hearing his speech. It's the audience that needs that microphone. So get a good one, even if you have to rent one—and let the speaker help you select the

right type. If you're using an easel with a writing pad, some of the common problems are: no crossbar to hold it up or backing to support the pad of paper, or the easel is too flimsy to hold up to writing on it, the markers provided are not wide-tipped enough, or they can't be read from the back of the room. It's worth the investment to buy a good easel and keep it on hand.

**What if you use a chalkboard?** Now, who could go wrong on a chalkboard? You'd be amazed. Some of the common problems are: getting a wobbly old scarred chalkboard that can't be read by the group, or having a chalkboard, but no chalk and no eraser. Or—an easel that's not strong enough to hold the thing up. When using an overhead projector, always have an extra bulb on hand. Choose a projector that runs quietly. Some of them roar constantly and others go off and on.

**In selecting a screen,** choose one large enough to permit the picture to be seen from the back of the room.

**An especially troublesome item can be movies.** Make sure somebody present knows how to operate the projector and take along an extra take-up reel just in case they don't provide one. If you're using slides, for heaven's sake, rehearse. Upside down or backwards slides and faulty projectors are very common at meetings.

**When it comes to the presentation, the audience holds you responsible for its success or failure.** They want you to succeed. So, be clear about your purpose, boil it down to *one* idea. Select the three to five key points, illustrate each one, and then clearly call for action. That process will alleviate your fears, reduce your nervousness, and assure you a winning presentation every time.



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*Jim Cathcart, CPAE, is a specialist on "Winning with People." He has authored numerous books and recorded programs, and he delivers over 100 lectures annually throughout the world.*

# Recreation Programming for the Physically Challenged

*by Pamela A. Tober, editor*



**I**ntegrating disabled employees with the able-bodied is an emerging trend in recreation programming as more and more physically challenged individuals enter the work force. Employee service and recreation managers are beginning to see that a little extra equipment and minor program adjustments make major differences in the health and happiness of disabled employees.

## **RECOGNIZING A DISABLED EMPLOYEE**

A wheelchair is a give-away, but what about employees who have arthritis, diabetes, renal disease or hypertension? One way to know the number of your impaired employees is to keep a record of each employee's limitations. This can be used as a reference for program

planning. The number of impaired employees may alert you to the growing need for accessible programming.

## BREAKING THE BARRIER

There is no mystery about the abilities and desires of the physically challenged. "We want to be active and do all we can with what we have—and, of course—be treated like everyone else," said Ron Brekke, president of Special People Inc., a Chicago-based support group for the disabled.

"Thinking that disabled employees will be more comfortable together, superiors often integrate them into meetings and into work areas by group instead of on a more natural individual basis," according to Harry Cordellos, one of the world's foremost blind athletes. Cordellos and other physically challenged individuals agree that integration is their goal.

Managers should know that although specialized organizations may offer a means of support, disabled individuals want to venture out into the mainstream. According to Cordellos, "Special programs have a place for over-protected people who never want to accomplish much." As a motivational

lecturer and workshop consultant on overcoming handicaps, Cordellos doesn't encourage people to stay in wheelchair sports clubs. "The real challenge is to break the barrier."

To address this issue, Cordellos advises that managers offer a variety of programs. "Not every employee participates in every program, but if there are enough programs to choose from, physically challenged people will be able to participate."

## THE VALUE OF ACCESSIBILITY

Inactivity can cultivate disease in disabled employees as well as the able-bodied. The December issue of *Aerobic Fitness* reports that lack of physical activity for some impaired individuals may result in pressure sores, urinary infections, contractures and muscle wasting.

Because routine activities for the impaired require an added amount of energy, fatigue may be an everyday occurrence. Also, daily activities take longer to complete. Both factors reduce a physically challenged employee's leisure time. Having the convenience of a health facility at the workplace may afford an impaired employee the time to exercise.

Frequent exercising also increases the employee's fitness level and reduces daily fatigue so that there is an increase in overall energy. Of course, the high level of satisfaction gained through the physical and psychological challenge of goal-setting and participation is also a benefit.

## ADAPTING FACILITIES

Much of the equipment in facilities can be used by the physically challenged, but minor adaptations such as

**If there are enough programs to choose from, physically challenged people will be able to participate.**

velcro straps to keep free weights attached and barbells with inner safety collars are simple, inexpensive adjustments. Also, purchase of a transfer lift can make getting on and off a machine possible for someone unable to stand. Of course, a variety of high-tech equipment is also available if the budget permits.

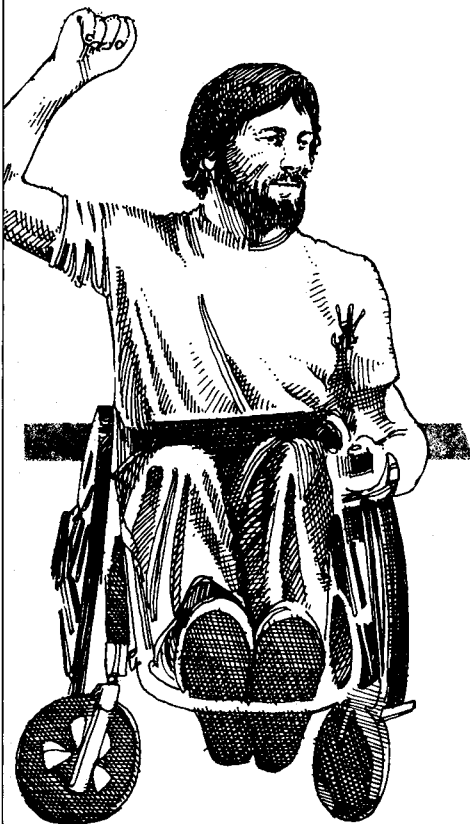
Aerobic instructors are becoming certified in safe, adaptive routines, so that integrated aerobic programs may become standard.

## CORPORATE PROGRESS

A number of large corporations have already made adaptations to their facilities and workplaces. According to *The Wall Street Journal*, ITT has made changes as simple and inexpensive as lowering drafting tables by shortening their legs. Sears, Roebuck installed a dog walk for the seeing-eye dogs of blind workers. By including assistance rings for quadriplegics, parallel bars, and other stations for use of the physically challenged, Hewlett-Packard built an outdoor exercise circuit that facilitates employees with a number of different impairments.

Goodyear Tire & Rubber Compa-

**We want to be active and do all we can with what we have—and, of course—be treated like everyone else.**



ny's recreation programming is an example of what the disabled are asking for—to be treated like everyone else. According to Bernie Watts, director of employee activities at Goodyear, there are no special adaptations for the physically challenged.

“We make no distinction between handicapped and able-bodied employees. There are no special recreation programs, but we have a wide variety of programs so that all employees can participate in something, and a large number of the disabled do participate.” Watts added that some impaired employees formed their own basketball teams by their own choice.

For employees with less visible impairments, such as heart disease, or for those who are recovering from back operations or other chronic illness, Goodyear has a special rehabilitation program which provides individual care by fitness specialists who work with doctors. “The goal in mind is to have


**Keep in mind that water sports or other anti-gravity activities are ideal for paraplegics.**

these employees get through rehabilitation and get back to the regular fitness programs,” Watts said.

## PLANNING PROGRAMS

When planning programs to include employees with a variety of impairments, keep in mind that the travel and resort industry has become quite competitive in efforts to accommodate the physically challenged. According to *The Wall Street Journal*, over 140 resorts with handicapped facilities are published in the *Physically Disabled Traveler's Guide*.

Also keep in mind that an ideal program for paraplegics is an anti-gravity activity, opening the arena of water sports. *Aerobic Fitness* featured paraplegics who found adventure and fitness in scuba diving. More importantly, with this type of activity all the differences between disabled and able-bodied simply disappear.

By including accessible activities in your programming schedule, the quality of life experienced by your physically challenged employees can be greatly improved. 

## PROGRAMMING TIPS

by Robert M. Beland, Ph.D.

- Ask the individual if special assistance or accommodation is needed.
- Post bulletins to employees in order to solicit feedback regarding special assistance for participation.
- Seek information from local branches of organizations such as a) Muscular Dystrophy Association, b) therapeutic recreation specialists from local hospitals, clinics and universities, and c) community recreation departments.
- Always keep programming integrated. Recreational activities will provide an additional medium for co-workers to see more of each others' capabilities rather than disabilities.
- Strive for safe programs. Conduct evacuation drills for the activity room or gym with employees of different disabilities.
- Make sure program information is available to all employees despite impairments.

# Victoria Ann-Lewis moves so gracefully on stage the audience doesn't even know she has polio.

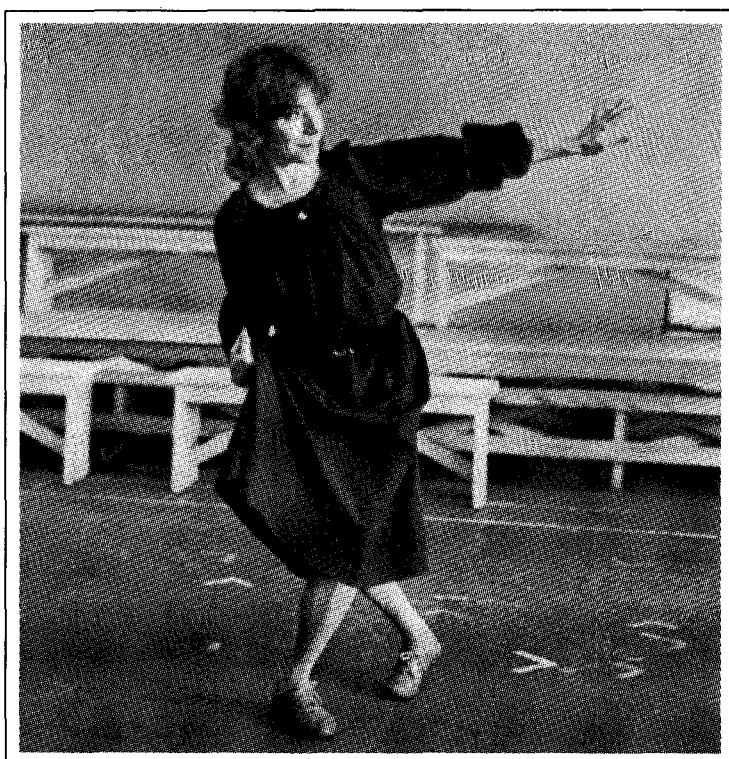


PHOTO: HELEN NESTOR

Victoria Ann-Lewis has achieved international recognition as a television and stage performer. She conducts workshops in acting and movement for women with disabilities. In 1983 she won the California Governor's Committee on Employment of the Handicapped Individual Achievement Award for the television musical, *Tell Them I'm A Mermaid*, which she developed and starred in.

## Believe in them. Break the barriers.

PRESIDENT'S COMMITTEE ON EMPLOYMENT OF THE HANDICAPPED, WASHINGTON D.C. 20210





# Who's Caring About Ride Sharing?

by Steven M. Churchill

**T**he long gas lines and soaring gas prices of the '70s and early '80s are gone. But although many people are no longer affected by the inconvenience, stress and expense caused by the energy crisis, people still look for ways to save time and money. Individuals share this characteristic with corporations.

Ride sharing programs, in their various forms, began in this country as a natural response to the energy crisis. The federal government and many companies recognized that ride sharing programs would be a viable way to help lessen the effects of this national and corporate concern.

Today, with gas prices comparatively low, many individuals and corporations view ride sharing programs as being less attractive. Ride sharing program popularity, in many cases, is on the decline. Companies that maintain ride sharing programs, however, express the opinion that the actual cost of programs can be relatively low and that the benefits of ride sharing programs go far beyond the savings of time and money. Ann Foster, employee activities coordinator for Duke Power in Charlotte, North Carolina, noted the social benefits as one example.

Companies can benefit from ride sharing by providing employees with a needed service, especially if employees travel a good distance to and from work. Ride sharing programs can also be used as an aid in the recruitment of new employees. Additionally, having a ride sharing program can reduce the likelihood of absenteeism by those who participate in it.

Barbara McCabe, personnel assistant for Merck, Sharp & Dohme lo-

cated in Westpoint, Pennsylvania, commented that one of the benefits of ride sharing to her organization is that people tend to get to work more often, and are able to relax on the way to work and when they leave at the end of a day's work.

One of the major benefits that can be derived from corporate support of a ride sharing program is that fewer single passenger automobiles make for less congested parking facilities. This benefit alone can have a tremendous effect on corporate expenditure for maintenance or for expansion of existing parking facilities.

Probably the greatest benefits derived from ride sharing programs are those experienced by the individual participant. Using a van pool, for example, can save on individual parking expenses, save on maintenance cost of a personal vehicle, save on gasoline, as well as save time.

Additional individual benefits include:

- Reduction on insurance rates; lower rates for "poolers" who do not drive their vehicles to work on a daily basis.
- Reduction in levels of stress many times associated with daily commuting.

Communities can also benefit from ride sharing programs through the reduction of energy consumption. Ride sharing programs also aid in keeping money in the local community; money that would otherwise be diverted to gas purchases can be used for purchases of goods and services. Communities can also experience dramatic reductions in levels of traffic congestion.

## BY CAR, BY VAN, BY BUS

Basically, ride sharing involves the regular transportation of two or more individuals to a common destination. The most frequently used options in ride sharing programs include:

*Car pools*—Which involve an informal arrangement between passengers who share the same automobile and commuting expenses.

*Van pools*—Which unlike car pools, usually involve a formal arrangement with a specific driver and back-up driver.

*Public Transportation*—Which can be especially beneficial to companies located in large cities.

## EMPLOYER SUPPORT: THE KEY TO SUCCESS

It is apparent that the employer is the key to the success of any ride sharing program. It is the employer who must initiate, promote and organize the program. Ride sharing programs today still can be mutually beneficial in many cases, and interest and corporate support is still high and in some cases growing.

An example of one such company is the Cubic Corporation located in San Diego, California. Jim McKeon, recreation director at Cubic, commented that "interest in our ride sharing program is consistently high; I have seen very little decline in interest with today's low gas prices."

Some 1,000 commuters from several shifts use Cubic's van pooling service. Participation levels in car pooling are also relatively high each day. Addi-

## Ride Sharing . . .

tionally, McKeon said that the savings to employees who participate in Cubic's car pooling and van pooling programs are substantial. Cubic Corporation promotes its program through bulletin boards, the company newsletter and through its department supervisors. When asked why employees participate, McKeon said that it was primarily due to the convenience and savings derived from the program.

Another program that has maintained relatively high participant and corporate support is that of the Cigna Corporation located in Hartford, Connecticut. Marci Kinnin, recreation activities coordinator, commented that Cigna's program, although more popular when it began in 1978, continues to serve some 150 employees daily through the van pooling program. A substantial number of Cigna employees also benefit from corporate subsidy of bus passes.

Clearly, the use of ride sharing programs as a benefit to both companies and individuals is dependent on many factors including:

- Corporate support of program
  - Size and geographic location of company
  - Past program successes
  - Employee interest in program
  - The economy
  - Seasonal participation variables
- Currently, some companies are cut-

ting back their programs. One example is Honeywell Aerospace and Defense located in Phoenix, Arizona. When their program began in 1973, one-third of their employees participated in some form of ride sharing. Currently, only 30 people per week participate. When asked why levels of participation were on the decline, Betty Dearing, community relations representative, commented that the expense of their program was too high to justify continued corporate support.

At one time, Honeywell Aerospace and Defense had 12 company-owned vans as well as a car pool computer listing which were used to match employees on similar work shifts and those living near each other. Although the program was initially very successful, the high costs of maintaining their van fleet meant that the monthly fee charged to participants to offset costs increased substantially.

Subsequently, those companies who are cutting back on their program are dependent on outside agencies such as local bus services to help eliminate the costs of maintaining a fleet of vans as well as deferring the liability risk often associated with ride sharing programs.

## CONCLUSION

Ride sharing programs are just one of the many incentives employers can

offer their employees to conserve valuable resources. Ride sharing programs not only provide important economic alternatives to corporations and their employees, they constitute a voluntary effort by corporate America to conserve fuel supplies and preserve the environment. If one of every 10 private car commuters switched to a van pool as their primary means of transportation to and from work, gasoline consumption, on the average, would be reduced by 5.5 billion gallons annually. Every new van pool that takes to the road replaces 10 cars, saves 10,000 gallons of gasoline and reduces air pollution by seven tons annually.

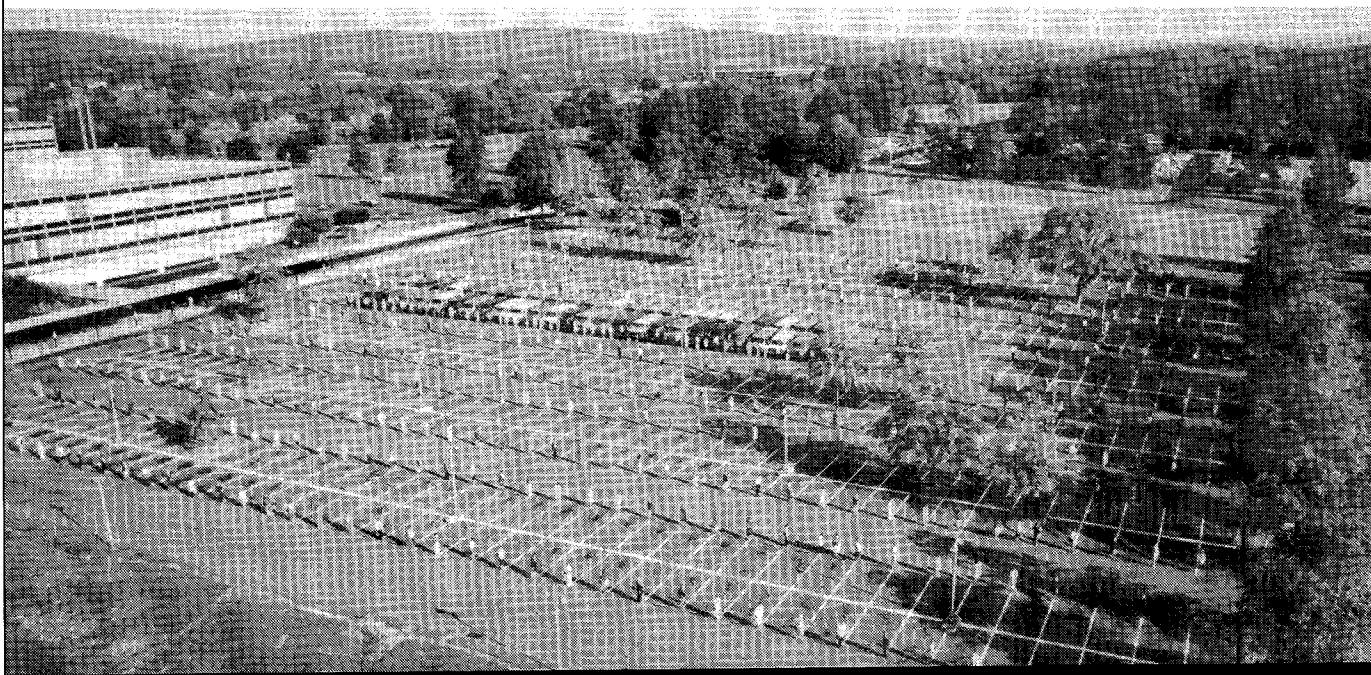
Ride sharing programs, which began as a natural response to the energy crisis, can be a viable way to prepare for an uncertain future.

*The Federal Highway Administration Office of Traffic Operations will provide assistance and information on ride sharing free of charge. To contact the office write: Federal Highway Administration Office of Traffic Operations, (HTO-34) 400 7th St., S.W., Washington, D.C. 20590, or call (202) 366-2249.*



*Steven M. Churchill, a graduate of The State University of New York at Brockport, recently completed his internship at NESRA headquarters.*

*Standing in their would-be parking spaces, these car-less employees show the impact of ride sharing programs.*





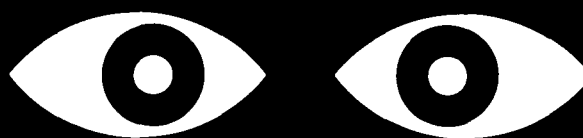
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# Recreation Facility Construction: Building Your Case

by Rebecca S. Gregory, CESRA

**C**onstruction of a corporate recreation facility is a worthwhile goal. However, there is a lot to think about and an enormous amount of work to be done before that goal can be achieved. Our company opened its recreation center in April of 1986. Initial steps toward this facility were taken in 1982. It took four years of planning, investigating, proposing and a favorable turn in our businesses for this to happen.

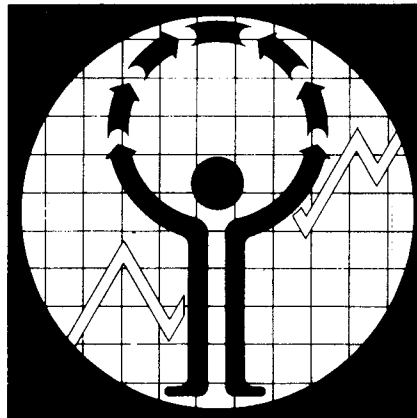
I'd like to suggest some initial thinking you might do prior to approaching your management about a construction project. I guarantee you will need to convince them repeatedly that a facility will benefit your employees; you must have all possible questions answered, you must have a clear concept of your goal.

Why do you need a recreation center? There is no point in proceeding with this project if you have minimal needs. If a recreation center will not truly benefit your employees then don't do it. Don't let personal ambitions supersede the needs of your company and the employees you serve.

I suggest you first assess your present requirements. Do you have access to facilities adequate for your current programs? What are the costs associated with using those facilities?

In our case, public gymnasium space was at a premium. Each year we had a very difficult time finding enough space for our basketball and volleyball leagues. The school facilities we were using cost 25 to 30 dollars an hour to rent.

Occasionally we tried to run aerobics classes and club meetings in conference rooms. We were frequently bumped out of these rooms due to the company requirements for meetings. We also could not permit retirees or



spouses to participate because those rooms were in secure buildings. We, too, needed accessible storage space for sports equipment, band instruments and other club materials.

Will your existing facilities allow for growth in programs? Is your company growing and are employee demographics and interests changing?

In recent years we noticed shifts in recreation program interests. Our volleyball program grew as our bowling program shrank. We attributed this to a shift in employee demographics and a desire by them to participate in more active sports.

We had access to plenty of local bowling alleys, but we needed space for employees to actively play and exercise. Due to public school closings and competition by other groups, space was becoming more expensive and less available.

I suggest you survey your employees to determine what other needs they have. What are you missing with your current programming? What do local public and private facilities lack?

A survey we distributed in 1982 provided the basis for many decisions we made when we finally received permission to proceed with the project. Statistics gathered in the survey were

a significant part of our rationale to gain company approval.

Before you survey be certain you are prepared to deal with the results. A survey must be answered. Tell your employees what you intend to do with the results. If it is a preliminary survey designed just to test the waters, tell them up front. Your credibility will be damaged if you let a survey just drop.

Assess your internal company goals which relate to construction of a recreation center. Containment of medical insurance costs is an issue important to most companies. The existence of health enhancement programs will give you an idea about the company's attitude towards helping employees become and remain healthy.

Would a recreation center make an impact on your company's retention and recruitment goals? These are very difficult points to prove. Your personnel department will probably consider a recreation center as a plus as your company competes for valuable talent.

I don't believe our facility will prove to be the one reason an applicant may accept work here, but it may help. Many of our competitors have recreation centers and extensive employee programs. We believe our facility will play an important part in an applicant's decision-making process.

Evaluate your company's attitude and philosophy as it pertains to employee programs. Does your company historically provide programs or occasional activities and events? How much does it spend on programs? Has this amount increased over the years?

I would suggest that ongoing established programs with substantial budgets indicate a company attitude which is open to improving employee welfare.

Can you usually obtain funding for

special programs not previously budgeted for? If you can, your company may be open to a longer term financial commitment. If funding is haphazard and difficult to obtain, go slowly and gradually build a financially stable base.

For years our sports programs were haphazardly funded and managed. Several years ago we drew up a recreation program budget, requested and subsequently received a specific amount. As our programs became more viable our budget gradually increased. We now have a much larger program and our budget has doubled.

Over the years we have built our program's credibility and encouraged an acceptance on the part of management to fund employee programs routinely. This attitude had a significant effect on the process we went through to obtain permission and funding to build.

Assess your timing. What is the present state of your business? What is

the short and long-term outlook?


When we first proposed to build, the time was not right. Three years later it was. During that time the project was always with us. We never let it drop completely. We planted some ideas with management in 1982. The realization of several important business projects made it possible to begin construction in 1985.

The facility we designed in 1982 bears little resemblance to the one we opened in 1986. The four years it took gave us time to define what we wanted/needed and build our programs and our own credibility.

Several years ago I attempted to gather proposals which ultimately resulted in construction of corporate recreation centers. We had hoped these would help other companies with the approval process. I could only find two, which were of little use. I discovered that facilities are generally built be-

cause company management was favorable.

Even if the time is not right for you to approach your management there is a lot you can do. Create an attitude that in time may generate a favorable atmosphere for you to move forward. Carefully and systematically build your case. Realize that you will have to sell this project in a businesslike fashion to the business people who run your company.

Finally use your NESRA constituents. I can't tell you how much we relied on other members for help and advice as we went through our proposal, design, construction and now administrative phases. 

*Rebecca Gregory, CESRA, is NESRA's Vice President of Membership Development. She works for Rockwell International in Cedar Rapids, Iowa.*

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 2400 S. Downing  
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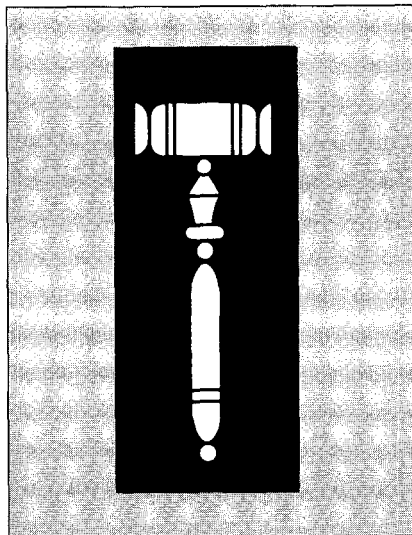
## Host Employer Liability: Alcohol-Caused Accidents

by David A. Youngerman

**E**mployers who supply alcohol at company functions are becoming increasingly involved as defendants in lawsuits filed by victims of accidents caused by intoxicated employees. Recent decisions allowing liability have involved alcohol served at a retirement banquet held at a restaurant, a Christmas party held at a plant on working-time, a dinner the employee was required to attend as part of his job, and an off-premises party held to further business relationships with clients. However, several courts have recently declined to impose such liability on employers.

Because this subject involves the individual laws of all the states, we can only highlight the trend in this diversified and important area. If you want to determine the particular law in your state you should consult a local attorney.

Two recent decisions illustrate employer liability that can arise from the office party setting. In *Dickinson v. Edwards*, a motorcyclist was severely injured when struck by a car driven the wrong way on a freeway ramp by an employee of the defendant company. The employee was just leaving a banquet which the company held at a restaurant to honor long-term workers. The company provided and paid for the food and alcohol at the banquet. The employee admitted that he was served between 15 and 20 drinks within 3½ hours. The banquet order was to "keep the glasses filled," although it was unclear whether the employer or the restaurant



authorized the order. The employee left the banquet to go to work; the accident followed almost immediately.

In a closely divided vote, the Washington Supreme Court ordered a jury trial, holding the employer could be liable on two theories. First, the jury could find that the company was negligent in furnishing alcohol to an obviously intoxicated person. This was an exception to the general rule that it could not be liable for furnishing alcohol to an able-bodied individual.

Second, the court also determined that the employer could be vicariously liable for the employee's own negligence. The court ruled the employee could have been within the scope of his employment while drinking at the banquet. Other judges in *Dickinson* would have allowed liability because the em-

ployer could have taken steps to control the employee's drinking. Dissenting judges argued that the legislature—not the court—should make such changes in the law and that the majority imposed undue burdens on employers.

A federal appeals court arrived at a similar result, applying North Carolina law in the case of *Chaistain v. Litton Systems, Inc.* The company there held a Christmas party at its plant for over 850 of its employees. The party began at about 8 a.m. and continued during normal working hours. Employees were required to check in at 8 a.m. to be paid for the day; however, they could leave at any time.

Alcohol was served by the company. One employee became intoxicated, left the party and shortly thereafter got into an auto accident that caused the death of another individual. The jury was directed to decide if the party advanced the company's business interest (the court highlighted the requirement to check in to earn a day's pay). As in *Dickinson*, liability could be based on the company's negligence in serving alcohol to an individual known to be intoxicated and on vicarious liability for the employee's own negligence in drinking excessively at the company party.

Office parties are not the only work-related occasions on which employees become intoxicated and are involved in accidents. In one case in Michigan, an employee attended an off-premises party designed to further business relations with a client. The employee, who was

one of several "hosts" at the party, later killed another driver in an auto accident. The appellate court said the employer could be liable for failing to provide alternate transportation home for employees attending the function and for negligently supervising employees at the party. (*Romeo v. van Otterloo*)

In another case from a Michigan appellate court, a "caddie master" at a golf club had attended a dinner as part of his job responsibilities. Cocktails were served at the dinner, after which the employee was involved in an auto accident. Negligent supervision and failure to provide alternate transportation were the basis for potential liability at trial. This case is now being considered on appeal by the Michigan Supreme Court. (*Millross v. Tomaskowski*)

In a case in which the employer did not supply the alcohol, the Texas Supreme Court ordered a trial when the supervisor suggested that an intoxicated employee go home in the middle of his shift, escorted him to the parking lot, and asked if he could make it safely. The employee said he could. On his way home, he was involved in an auto accident that killed two people.

The employee allegedly had become drunk in the company parking lot during the shift but was not supplied liquor by the company. The court decided to allow liability based on the employer's decision to exercise control over the intoxicated employee and suggest he go home. The key issue for trial would have been whether the company acted reasonably in suggesting he go home, instead of sending him to the plant nurse, calling his wife to pick him up or having another employee drive him home. The case was settled before trial. (*Otis Engineering v. Clark*)


Other jurisdictions have rejected these theories of liability. Illinois appellate courts have refused to hold an employer liable for supplying alcoholic beverages to intoxicated employees at an employer-sponsored beer and pizza party (held as the prize in a sales incentive contest) or for supplying liquor to a minor-age employee at a golf outing run by his employer, a country club. (*Thompson v. Trickle, Desmond v. Stearns*)

The Minnesota Supreme Court ruled that an employer was not liable for the off-premises auto accident of its employee who became intoxicated at a Christmas party in the factory during

working hours. (*Meany v. Newell*) A Georgia appellate court similarly refused to find employer liability when an employee was involved in an accident while he was traveling home from a business meeting at which he and a co-worker entertained a prospective vendor. (*Healthdyne, Inc. v. Odom*)

Other decisions denying liability are based on the impact of "dram shop" laws. Enacted in several states, these laws prohibit commercial providers from supplying alcohol to certain classes of intoxicated patrons, including those obviously intoxicated. These courts have ruled that there is no legal action against a "social host" such as an employer. They reason that the legislature restricted liability to commercial hosts under these laws, and that the law is the exclusive remedy for such injuries. These courts state that impetus for change should come from the legislature, not the courts. (*Desmond, Thompson*)

Employers can take steps to minimize accidents involving employees who drink at company functions. They can take advantage of available first-aid facilities in the plant or office (such as nurses' stations). The company can arrange transportation for the intoxicated employee by contacting the spouse or other family member, having another employee drive the individual home, encouraging "buddy" systems (where an individual stays sober to drive), or providing alternate transportation (such as a cab). They also can arrange for hotel rooms (perhaps getting a discount rate).

The court decisions allowing employer liability are still in the minority. However, given the increasing national focus on drunk driving, employers can expect more efforts in the courts and legislatures to impose upon employers liability for accidents caused by employees who become intoxicated at company functions. 

David A. Youngerman is a lawyer with the firm of Kovar, Nelson & Brittain in Chicago, Illinois. The firm specializes in representing management in all legal matters pertaining to labor-management and employee relations.



# ASSOCIATE NEWS

## New Associate Member Offerings

### ATHLETIC BUSINESS PUBLICATIONS

1842 Hoffman St., Suite 201  
Madison, WI 53704  
(608) 249-0186  
Contact: Melanie Bingham

*Athletic Business* is the magazine for the athletic/recreation/fitness professional and is distributed without charge to those who qualify.

### BOSTONIAN SHOES

118 Carlisle St.  
Hanover, PA 17331  
(717) 632-7575  
Contact: Joseph P. Kurelic

Special savings are available on Bostonian men's footwear as well as other name brands such as Clarks of England, Hanover, Bass, Nike, Reebok, Frye boots and Herman Boots. Savings are also offered on ladies brands: Maine Woods, Rockport, Cherokee and Reebok. Large Size Range—6-15, A-EEE. Savings of up to \$75 per pair and up to 40 percent off retail.

### CSC MARKETING, INC.

3336 Northaven St.  
Dallas, TX 75229  
(214) 350-6706  
Contact: Mike Story

CSC Marketing offers electronic items on consignment, such as telephones, watches, calculators, car stereos and portable jam boxes. CSC also has a movie rental program on consignment.

### CULVER COMPANY INC.

400 Main St.  
Stamford, CT 06901  
(203) 348-9808  
Contact: Brennan J. Culver

The Culver Company publishes full-color, 16-page educational booklets with friendly graphics and concise copy. Booklets are available on subjects such as stress, alcohol and alcoholism, safety, etc. Contact Culver for a free sample.

### DESERT RESORT COMMUNITIES CONVENTION & VISITORS BUREAU

74-284 Highway 111  
Palm Desert, CA 92260  
(619) 568-1886  
Contact: Rolfe R. Shellenberger

The Bureau represents a selection of hotels ranging from very economical to top luxury, plus many attractions, recreational establishments and tourist related businesses in the California Desert, in and near Palm Springs. Discounts for NESRA members range from 10 to 30 percent off seasonal rack rates.

### GROUP 1 ENTERTAINMENT

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Los Angeles, CA 90069  
(213) 550-8767  
Contact: Thomas A. Alich

Group 1 Entertainment's Movie Machine allows your employees to rent, return and purchase current release video cassettes at your facility. Movies are changed weekly to reflect the current Top 40. The Movie Machine can be used as an employee service and revenue generator.

### NUTRASMART, INC.

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Torrance, CA 90503  
(213) 214-1464  
Contact: Brad Alesso

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### PCA INTERNATIONAL, INC.

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Contact: Bill Simms

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### QUEBEC MINISTRY OF TOURISM

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Montreal, Quebec H4Z 1C3  
(514) 873-7977  
Contact: Andre Dansereau

In close cooperation with the suppliers of vacation activities in the Province of Quebec, the Ministry of Tourism offers NESRA members opportunities to learn more about Quebec's products and facilities.


### SOUTH FLORIDA CRUISES, INC.

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(305) 493-6300  
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The NESRA

# NETWORK

**Associated Industrial Recreation Council/Burbank, California.** Meets the third Wednesday of the month. Contact Cecilia Pasillas—(818) 701-6001

**Atlanta Area Employee Service and Recreation Association/Atlanta, Georgia.** Meets the third Tuesday of each month. Contact Ken Loftice—(404) 424-3922.

**Capital Area Recreation Council/Austin, Texas.** Meets monthly. Contact Pam New—(512) 250-6565.

**Central Coast Industrial Recreation Council/Santa Cruz, California.** Meets the last Tuesday of each month, excluding December. Contact Sandy Petznick—(408) 722-4116.

**Central Ohio Employee Services and Recreation Association/Columbus, Ohio.** Meets the fourth Tuesday of the month; meets the third Tuesday of November. Contact Kathy Hall—(614) 225-8444.

**Central Savannah River Area Employee Services and Recreation Association/Augusta, Georgia.** Meets the third Tuesday of each month. Contact Don Strosnider—(803) 725-1565.

**Chicago Association for Recreation and Employee Services/Chicago, Illinois.** Meets monthly except May and August. Contact Britta Mansfield—(312) 289-9250.

**Cincinnati Association for the Promotion of Employee Recreation and Services/Cincinnati, Ohio.** Contact Evelyn Sandlin—(513) 369-7777 or 369-7740.

**Cleveland Employee Services Association/Cleveland, Ohio.** Meets the second Wednesday of the month except July and August. Contact Ellen Kynkor—(216) 575-2510.

**Dayton Industrial Athletic Association/Dayton, Ohio.** Meets the second Tuesday of the month. Contact Raymond M. Rakar—(513) 455-4693.

**Denver Area Employee Services and Recreation Association/Denver, Colorado.** Meets the last Tuesday of the month. Contact Keith Isenberger—(303) 277-3050.

**Employee Services and Recreation Inland Empire/Riverside and San Bernadino, California.** Meets the second Wednesday of the month. Contact Russ Drew—(714) 795-1502.

**Employee Service and Recreation Orange County/Orange County, California.** Meets the second Tuesday of the month. Contact Phyllis Smith—(714) 732-2432.

**Erie Recreation Services Association/Erie, Pennsylvania.** Meets the third Wednesday of the month. Contact Tom Whitford—(814) 456-8511.

**Gateway Association for Recreation and Employee Services/St. Louis, Missouri.** Meets monthly. Contact Joe Bitner—(314) 232-2336.

**Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California.** Meets the first Wednesday of the month. Contact Dave Baker—(213) 333-5693.

**Industrial Recreation Council of Greater Phoenix/Phoenix, Arizona.** Meets the second Tuesday of the month. Contact Olivia Heleniak—(602) 894-7000.

**Industrial Recreation Council of Southern Arizona/Tucson, Arizona.** Meets the first Tuesday of the month. Contact Neil Smith—(602) 626-6292

**Industrial Recreation Directors Association of New York/New York, New York.** Meets the last Thursday of each month. Contact Gloria Roque—(212) 887-6043.

**League of Federal Recreation Associations/Washington, D.C.** Meets the third Thursday of the month, excluding July and August. Contact Quintin Cary—(202) 697-3816

**Massachusetts Association for Recreation and Employee Services/Boston, Massachusetts.** Meets the first Wednesday of the month, September through June. Contact Joanne Haynie—(617) 391-2421.

**Metro Employees Recreation Chapter/Houston, Texas.** Meets the third Wednesday of the month. Contact Dan Bush—(713) 880-6627

**Metroplex Regional Council of Dallas-Ft. Worth/Dallas and Ft. Worth, Texas.** Meets the third Tuesday of each month except December. Contact Mr. Kris Harris—(214) 670-5948.

**Michigan Employee Services and Recreation Association/Detroit, Michigan.** Meets the second Wednesday of the month. Contact Gary Roehl (313) 496-5773.

**Minnesota Employee Recreation and Services Council/St. Paul, Minnesota.** Meets the third Thursday of the month. Contact John Niehaus—(612) 456-2842 or Sue Shepherd—(612) 729-6097.

**Nashville Area Employee Services and Recreation Association/Nashville, Tennessee.** Contact: Bebe Holland—(615) 361-2475.

**Northern Indiana Employee Services and Recreation/Warsaw, Indiana.** Contact Betty Atchison—(219) 267-9389.

**Oakland Industrial Recreation Association/Oakland, California.** Meets the first Tuesday of the month, except January and July. Contact Charlene Buchanan—(415) 273-3791.

**Philadelphia Association for Employee Recreation & Services/Philadelphia, Pennsylvania.** Meets the second Wednesday of each month. Contact James Alexander—(609) 547-8284.

**Rochester Area Recreation and Employee Services Association/Rochester, New York.** Meets the last Thursday of the month. Contact Ann Derhammer—(716) 288-2580.

**San Antonio Corporate Recreation Association/San Antonio, Texas.** Meets the first Wednesday of the month. Contact Ralph Puente or Debra Morales—(512) 227-3162.

**San Diego Industrial Recreation Council/San Diego, California.** Meets the second Thursday of the month. Contact Susan Scanlan—(619) 234-5891.

**Seattle Employee Services and Recreation Association/Seattle, Washington.** Meets the last Wednesday of the month. Contact Doreen Cato—(206) 464-4415.

**Toledo Industrial Recreation and Employee Services Council/Toledo, Ohio.** Meets the last Tuesday of the month, excluding December. Contact Jackie Sauve—(419) 255-7027.

**Tri-County Industrial Recreation Council/Santa Clara, California.** Meets the first Wednesday of the month. Contact Georgina Lehne—(415) 966-4324.

**Warren and Youngstown Employee Services/Warren, Ohio.** Meets the first Wednesday of each month. Contact Gary Holby—(216) 783-2860.

**Washington Area Recreation and Employee Services Council/Washington, D.C.** Meets the third Thursday of the month. Contact Peter De Franco—(703) 777-8000.

## CONFERENCES & EXHIBITS

The 1987 NESRA Conference and Exhibit will be held May 13-17 at the Hyatt Regency in Minneapolis, Minnesota. For more information, contact NESRA headquarters—(312) 562-8130.





# NESRA

## *Services and Activities*

### **Purpose**

The National Employee Services and Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of employee services and recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' programs, to form new programs and to keep members abreast of all developments in the field.

### **Services and Activities**

**EMPLOYEE SERVICES MANAGEMENT**—Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make employee services and recreation programs more successful.

**Periodicals**—In addition to *EMPLOYEE SERVICES MANAGEMENT*, *Keynotes*, a newsletter of program ideas, is published for members.

**Consultation Service**—NESRA consultants, staff, past presidents and Association members are available for consultation or speaking engagements.

**National and Regional Con-tests**—Five are conducted annually to stimulate participation in the employee programs. The amateur events are primarily postal and can be conducted at the member location or nearby.

**Membership Directory**—A complete listing of the NESRA membership published annually includes telephone numbers and addresses.



**Awards**—Given annually for outstanding member leadership and achievement in areas of employee services and recreation administration and programming; for outstanding overall programs and for specific activities. NESRA also presents special top management honors.

**Conferences & Workshops**—NESRA's Annual International Conference and Exhibit, open to all NESRA members, is where educational sessions and seminars are conducted. Regional conferences and exhibits are also conducted for educational purposes near a member's location.

**Certification Program**—NESRA certifies employee services and recreation administrators and leaders after they successfully complete the Certified Employee Services & Recreation Administrator/Leader requirements.

**Employment Services**—Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and search service offers referral of candidates for recreational positions.

**Intern Program**—Upper level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or part-time basis.

**Research Foundation, Reports**—NESRA and the NESRA Education and Research Foundation develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted cover all phases of employee recreational activities. The studies enable members to evaluate their programs and to keep informed of trends.

### **Types of Membership**

**General**—Available to persons representing business and governmental organizations that are responsibly engaged in the field of employee services and recreation, personnel, human resources, employee relations, employee fitness and health and leaders of employee services/recreation associations.

**Associate**—Available to companies, trade associations and other business organizations and enterprises, dealing in products and/or services, which wish to establish a relationship with the Association and its members, for mutual benefit, or to contribute to the development and enhancement of employee services/recreation projects or programs.

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# EMPLOYEE SERVICES MANAGEMENT

Volume 30 · No. 2

## In this issue . . .

Absenteeism. Tardiness. Low productivity. Responsibility for dependents. What is the relationship?

Within the next few years, employee care of dependents will be a major corporate concern. The growing majority of middle-aged employees are faced with dependent care, which encompasses a range of responsibilities.

This month's *ESM* features the section "Dependent Care: Young and Old," which focuses on employees who care for school-aged children, elderly parents, or both. Turn to "Latchkey Kids: Corporate Solutions to the Three O'Clock Syndrome," and "Eldercare: 'Benefit of the 1990s'" to find out how corporations are progressing in offering resources.

Also in this issue, meet six of NESRA's 46th Annual Conference speakers in "Conference Preview: 1987 Speaker Highlights."

Building a fitness/recreation facility? This issue's Fitness/Health Bulletin, "Recreation Facility Construction: Design and Decisions," will help with every detail from choosing an architect to publicizing the opening day.

Get ready to plan a successful run by reading, "How to Organize a 10K Race."



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Charles Bashian  
1501 Euclid Ave., #736  
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Walter F. Baer  
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Journal of the National Employee Services and Recreation Association, a nonprofit organization with international membership, dedicated to the principle that employee services recreation and fitness programs are essential to effective human resources management.



### Hotel 'Frequent-Stay' Plans: Employers Beware

Hotels are rewarding their repeat customers with discounted or free room, airlines, cruise tickets, and gifts. Because of the overbuilt market and decreasing occupancy rates, almost every major chain offers a frequent-guest plan, according to the *Wall Street Journal*.

The "frequent-stay" programs, much like airline frequent-flier programs, are not popular with employers. Since employers pay for most of the travel that yields free gifts for employees, they fear that employees will "squander company money at overpriced hotels in order to rack up points toward personal vacations."

The bonus criteria was formerly based on the number of visits in the hotel, but when millions of dollars were lost, the criteria was changed to award the amount of money the guests spend.

To combat the problem, employers are requiring employees to use only certain hotels whose rates are acceptable to the company or they require that the bonus be turned in and used for future business trips. Some prefer to end "frequent-stay" bonuses entirely.

### Nutrition Supplement Controversy

In the November, 1986, *Employee Services Management* issue, the News in Brief item, "Nutrition Supplements Often Wasteful," sparked a reply from Bronson Pharmaceuticals Nutritionist Penelope Edwards, MPH.

In the item, Purdue University Nutritionist William Evers cautioned against the use of nutritional supplements, stating they are wasteful and possibly harmful.

Edwards responded, "Should uncertainty about full absorption of sup-

plemental nutrients be grounds for labeling them 'wasteful'? It is true that the composition and size of a meal will affect the absorption of nutrients. But wouldn't it be more helpful to simply tell consumers that absorption is often better when supplements are taken along with a full meal?"

Evers stated, "Large doses of vitamin A can cause loss of hair, nausea and pain in bones and joints of children. Other nutrients known to have toxic effects are vitamins D and K."

Edwards replied, "The fact is that each vitamin and mineral has its own rate of safe intake, and the margin of safety is wider for some than others. The bottom line is that sensible supplementary amounts of these nutrients simply are not dangerous."

Evers' article warns that "an overdose can produce a sometimes fatal toxic reaction."

Edwards asked, "Why is this ex-



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tremely rare occurrence treated as if it were a major threat to public health? There is no further explanation given about what an overdose might be or how often this happens."

Edwards continued, "There are those who think that a handful of vitamins and minerals is a quick fix for a poor diet. There are individuals who try every new and exotic supplement on the market. And there are plenty of misconceptions about supplements, generated by popular nutrition books and by a few in the supplement industry who promise benefits for their products beyond those established by scientific evidence.

"However, telling people that supplements are probably a waste of money and possibly damaging to their health is no way to address these issues. The reality—as Evers, himself, points out—is that 40% of Americans take supplements. What we really need is more

responsible information about how to use supplements wisely and safely," Edwards concluded.

## Service Industry Jobs Abound

Ninety percent of all new jobs produced by 1995 will be in the service industries, according to the U.S. Bureau of Labor Statistics. The *Chicago Tribune* reports that leading job growth is in business service industries, which include data processors, bankers, financial personnel, accountants, planners, tax experts, payroll personnel, consultants and "number crunchers of all kinds."

The federal government estimates approximately 1.5 million jobs will be created in 1987. Data processing and temporary services are the fastest growing areas.

Although the current number of professional, managerial and technical

workers in the United States exceeds the number of blue-collar workers, white-collar workers in general may experience cutbacks. Between 1981 and 1986, 79,000 white-collar jobs were eliminated.

In a survey of 13,000 businesses, Manpower, Inc., a temporary services firm, reports "sharp regional differences" in hiring projections, resulting in a "weak but stable" job outlook, according to Manpower Inc. president Mitchell S. Fromstein.

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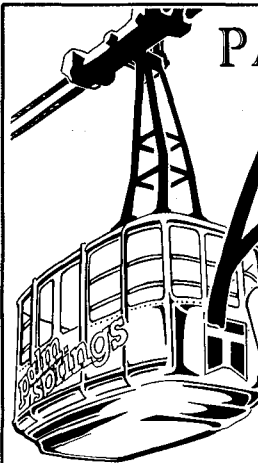
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### Median Age of Retirement Drops to 62

The General Accounting Office states that the median age of retirement dropped to 62 for employees in the private sector, according to the American Society for Personnel Administration.

The conclusion of this Census Bureau record study is that 65 is no longer the standard retirement age for most workers. The study also revealed that approximately two-thirds of male private-pension recipients younger than 62 receive standard retirement benefits rather than disability or other compensation.

Also, the number of women between 50-61 who receive private pension income more than doubled between 1973 and 1983.

### Fitness Experts Join Forces

A unique group of highly qualified experts and leaders from all segments of the academic, governmental and professional world have joined together to share their expertise in an effort to promote lifelong fitness.

The National Fitness Leaders Association (NFLA), formed just over a year ago, has geared programs to older Americans to encourage fitness and to grade school and high school level students to emphasize the importance of physical education.

The association is comprised of former winners of the Healthy American Fitness Leaders (HAFL) Award, an honor bestowed annually upon 10

Americans whose lifestyles exemplify an extraordinary commitment to physical fitness and health.

Past honorees include Dr. James Puffer, chief of UCLA's Division of Family Medicine and head physician for the U.S. Summer Olympics team, C. Carson Conrad, former executive director of the President's Council on Physical Fitness and Sports, and President Ronald Reagan, to name a few.

The HAFL program is sponsored by Allstate Life Insurance Company, administered by the U.S. Jaycees and conducted in cooperation with the President's Council on Physical Fitness and Sports.

The goal of the NFLA is to use the strengths and abilities of every member in order to provide useful information and programs that affect current health and fitness issues. The information will ultimately be presented in newspapers, magazines, brochures, advertising and public discussions.

For more information, contact Dr. Charles Bucher, University of Nevada, School of Health, Physical Education and Recreation, 4505 Maryland Parkway, Room 109, Las Vegas, Nevada 89154, 702-739-3291.

## Millions Spent Annually on Award Programs

Companies spend an average of \$33,000 annually on programs that recognize employee longevity, reduce absenteeism, improve on-the-job safety and increase productivity, according to results from a recent survey of *Personnel Journal* subscribers.

Why is this extra compensation necessary? "The awards program, along with an excellent benefits program, has encouraged a better caliber of job applicant and reduced employee turnover," said one subscriber surveyed.

The results of those surveyed also indicate the following:

- Employee longevity was recognized by nine out of 10.
- Six in 10 have special recognition programs for retiring employees.
- One-quarter say they have some

sort of safety incentive programs.

- One-quarter honor exemplary performance and employee productivity.

- Another quarter have award programs for perfect attendance.

The kinds of awards given are primarily plaques, certificates, jewelry and cash.

## Businesses Form Partnerships with Local Schools

Executives are being found giving lectures in school classrooms, giving their opinion on school advisory boards and giving their time to work with students on individual projects.

Why? According to *Washington Watch*, business leaders recognize that the quality of life in their communities and the quality of their employees are directly linked to public education and, therefore, executives are becoming actively involved with community schools."

Some business/education partnerships have included executives providing math and economics instruction that emphasizes real life applications. Another involves an internship program for economically disadvantaged high school students.

Students have the opportunity to learn the relevance of coursework and obtain assistance with career choices; businesses are having their name "marketed" through publicity and recognition.

Executives are coordinating academic/business partnerships through their local chambers of commerce.

## Brain Chemical Linked to Extroverted Personality

Extroverts—outgoing, active and talkative people—may have higher levels of the brain chemical dopamine than more introverted people, suggests a new Stanford University Medical School study.

It appears to be the first research

finding that links one of the brain's chemical messengers to a general personality trait, according to Dr. Roy King, assistant professor of psychiatry and behavioral sciences.

King cautioned that the research represents just a first clue to understanding the neurochemistry behind the many variations of human personality. The findings could also contribute to a better understanding of the chemical basis of behavioral problems such as drug addiction and social withdrawal, he added.

In the last decade, scientists have begun to explore potential links between brain chemistry and psychiatric disturbances such as depression, anxiety and schizophrenia, but few studies have probed the connections between brain chemistry and normal personality traits, King explained.

The debate as to whether an individual's temperament is molded more by environment or by heredity has gone on for years. Studies of twins and other evidence suggest that an extroverted personality can be inherited, King said. "This new finding may be another step toward trying to resolve the 'nature versus nurture' debate."



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# Dependent Care: Young and Old

**F**ear, frustration, guilt, worry, helplessness and exhaustion are all feelings experienced by the growing majority of middle-aged employees who have dependent children and/or parents.

Dependent care encompasses a range of similar responsibilities associated with pre- and school-aged children and elderly parents. Many full-time employees care for both children and elderly friends and relatives at the same time, compounding their stress.

Demographic studies indicate that dependent care will be a major corporate concern within the next few years. Employers are realizing the connection between absenteeism, tardiness, lower productivity and dependent care responsibilities. As a result, many corporations are offering programs to assist employees with all aspects of the problem.

The following dependent care section addresses employee responsibilities and corporate assistance associated with school-age children in "Latchkey Kids: Corporate Solutions to the 3 O'Clock Syndrome" and with elderly parents and friends in "Eldercare: 'Benefit of the 1990s'."





# Latchkey Kids

## *Corporate Solutions to the Three O'Clock Syndrome*

*by Joan M. Bergstrom and Eleanor T. Nelson*

**T**he 3 O'Clock Syndrome is the phenomenon in which employed parents tie up the companies' lines as they make sure their children have arrived home from school safely. From three o'clock on, some parents talk to their school-age children several times. They discuss topics such as homework, routines to follow, snacks to eat, supper plans, what to do instead of watching TV, and what to do after that.

As the phone calls come in from children, company managers and CEOs have begun to realize that lower productivity from many employees becomes inevitable. This will continue to be the situation at the workplace as an increasing number of households throughout the United States have school-age children (6–12 years of age) who are home alone before and after school, on school holidays and during summer vacations. Many parents have few, if any, alternatives to leaving their children alone, and they don't know how to begin to create a plan for their

children's time out of school.

Today, there are approximately 30 million children in the United States between the ages of six and 12. Almost two-thirds of all mothers with children in this age group are employed outside the home, with more expected to join the work force. Many children of working parents are without adult supervision or guidance for at least part of each day; approximately six to seven million bear the label "latchkey children."

They typically go home from school each day, let themselves into the house and then stay alone or with siblings for many hours. Many of the post-World War II baby boom generation have children who are now reaching middle childhood, so this number will continue to expand.

Surprisingly, children this age spend nearly 80 percent, or 195 full days (4,672 hours) of their annual waking time out of school—considering the time before and after school, weekends and vacations. The greatest challenge for

working families is to see this time outside of school as an opportunity and as a special window for learning, and not as a source of constant problems.

When children reach the age of six, they are receptive; their eagerness and ability to learn are at a high level. Middle childhood is the adults' chance to introduce the world, instill values and encourage the development of skills and lifelong interests. How this time is used, managed and valued is critical. Time out of school is the essential fabric of childhood and the underpinning of adult life.

The use of out-of-school time has powerful repercussions, and it is naive to dismiss it simply as "free time." It is actually more appropriate to think of free time as the child's most precious commodity. What children do with their time makes them different from one another. A child who is helped to make productive use of his or her time has received one of the greatest advantages adults can bestow upon their children.

However, children who do not have

an adult available to them after school and have few opportunities to be involved in activities are denied an important aspect of childhood. Such children and their families are at a loss and cannot make out-of-school time meaningful, productive and fun.

Realizing that this time is important for children and a problem for many families, some companies have started to design initiatives to meet the needs of school-age children and their families. These initiatives are part of the realization that the number of women, single parents and dual career families in the workplace has grown rapidly in recent years and will continue to grow. Such initiatives are also a starting point. It appears that in the next three to five years other programs for school-age children and their working parents will be implemented as corporations, community groups and school systems work to create program options together. However, the concept of providing a variety of services to meet the needs of parent employees with school-age children is new.

Companies can help employees of school-age children by offering the following services: seminars for parents and fairs for families, parent libraries, vacation programs, and resource and referral services about after-school programs and activities. To assist corporations in designing programs, there are organizations available which offer a comprehensive line of these services and multimedia products. In addition to the services, a few companies have established advisory groups which involve parents and representatives from

management and union. With quality parent support services at the workplace, there is bound to be a positive result of improved employee morale, attendance, productivity and retention.

## SEMINARS FOR PARENTS AND FAIRS FOR FAMILIES

Seminars at lunchtime in the workplace are an effective way to help parent employees gain confidence in their ability to satisfactorily balance their work and family lives. These seminars are usually led by trained counselors, can involve approximately 18 parents and provide for exchange of information on topics of concern to employees.

Prospect Hill Parents' and Children's Center in Waltham, Massachusetts, and a consortium of small and medium sized companies, found that parents with school-age children are particularly interested in seminars such as: "School's Out—Now What? How Do We Develop a Plan for Out-of-school Time?"; "How Do I Help My Child to Develop the *Other* 3Rs: Resourcefulness, Responsibility and Reliability?"; "Safety: A Family Matter"; "Locating Community Resources"; "How Do Parents Tune In to a Child's Interest and Make After-school Time Count?" and "How Do We Get It Together and Develop a Summer Plan?"

In addition to these seminars, parents are eager to secure materials they can take home and use with their school-age children. Checklists, conversation starters, how-to information and suggestions for reading are especially useful. The chart "What's Fun? What's Fabulous?" offers questions and guides to determine what activities a child might really like to pursue. The answers from this chart can be the start of a valuable activity. In addition, the chart "Considerations for Our Family" offers a quick list of questions a parent might ask people who sponsor organized activities for children. The chart helps parents consider the pros and cons of a given program.

Fairs at the company's cafeteria where families learn about summer or fall re-



sources for both the child and total family can be informational and exciting. Booths can be set up where local organizations have their information available. The other spaces can be designed so families can together make no-bake snacks, design kid's safety kits, experiment with wind and water toys, play backyard games and discover new magazines for summer.

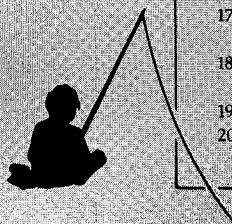
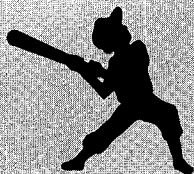
## PARENT LIBRARY

Many parents have little time to go to the library. If companies have an existing library this is a natural place to add materials on parenting school-age children. Books and magazines for parents to use as references, lists of children's magazines, and videotapes and audiotapes for parents and school-age children to use at home are products that libraries are including. There are extensive lists of these resource materials. Special features such as information on locating children's contests, finding pen pals, and upcoming community and museum events all add to the breadth of library services for families.

## VACATION PROGRAMS

Vacation programs and camp programs for school-age children are needed for kids with working parents. Many parents report that they are overwhelmed each time they have to think about school vacation—in February, March or April. They also find that planning for the week or two before and after summer camp is terribly stressful. The Prospect Hill Parents' and Children's Center arranged for employees of participating companies the





### What's Fun? What's Fabulous?

1. If you could do anything you want out of school, what would you do? Describe it.
2. What activity in the whole world would you most like to do?
3. What is your favorite thing to do out of school?
4. What is your least favorite thing to do out of school?
5. When you are not in school, what are the things that your friends do that you wish you could do?
6. What are you good at?
7. What do you think you are horrible at?
8. What do you wish you were better at?
9. What do you wish you could do that you don't know how to do?
10. What do you love to do at school?
11. What do you hate to do at school?
12. What do you do in school that you would like to do out of school?
13. What do you like to do around the house?
14. What do you hate to do around the house?
15. What do you like to do with your family?
16. What would you like to change that you now do out of school?
17. What do you do each season? How would you change these things if you could?
18. What places around where you live would you like to go to more often?
19. What is your best time of day and why?
20. What is your worst time of day and why?

#### Athletic activities

#### Cultural activities

#### Civic & community activities

#### Outdoor & nature activities

#### Developing special interests

#### Religious studies

#### Places to visit

### Considerations for Our Family

#### ✓ WHEN?

- How often does it meet?
- What is the schedule?
- Are missed classes a problem?
- Are there make-up classes?
- When am I required to be there?

#### ✓ WHERE?

- Where is it offered?
- Can one get there by public transit or car pool?
- How far is it from home?
- How far is it from school?

#### ✓ COST?

- What is the fee?
- Do we pay by month, by semester, by year?
- Is there a scholarship program?
- If we cancel do we get a refund?
- When?
- How many sessions must we pay for initially?
- Must we buy or rent any equipment?
- Any projections on program costs for the next 2 years?

#### ✓ WHO INSTRUCTS?

- Who is the instructor?
- How much experience has the instructor had?
- What do other people say about this person's skills?
- How will progress be reported to parents?

#### ✓ WHO ELSE DOES IT?

- What are the ages, sexes and experience levels of the others signed up?
- Who will my child know?
- Is it possible to contact other families to work out car pools?

#### ✓ WHAT ELSE?

- How structured is this activity?
- Is it part of a series?
- Is there another level and what's involved in it?
- Do you sponsor any free, special, or summer events?

options of having their children attend the Waltham YMCA school vacation programs. During those weeks the YMCA van traveled to the office park and picked up the children daily. Efforts were also made for the children and families to get to know one another through an evening get-together. In New Jersey, at the Hoffman-LaRoche Company, a drop-in center was designed for the school-age children of its employees. The child-care center program follows the same calendar as the company so that during school vacations parents and children commute together.

Fel-Pro Corporation in Skokie, Illinois, operates a nine-week summer camp, "Triple R Camp," for its employees' children. The camp, in Carey, Illinois, is approximately 40 minutes from the plant. Children typically travel to work with their parents, go to the cafeteria and then are taken by bus to the camp. The cost is \$15 per week, per family, and children ages 7-15 attend. At 16, the teen is eligible to be a counselor-in-training and becomes involved in general program work.

In the future, a number of exciting new programs might be developed in conjunction with certain companies. It is possible that older school-age children might spend a week at a "camp program" and with appropriate adult supervision could attend seminars, watch and learn about a computer company, newspaper production or advertising. A weekly program might be the perfect format to expose older school-age children to the world of work and explain what adults do in such environments.

### RESOURCE AND REFERRAL SERVICES ON AFTER-SCHOOL PROGRAMS AND ACTIVITIES

Resource and referral for the delivery of child care after-school programs consists of two elements: referral, which is the matching of parents and provid-

ers, and resources, which is the supply of licensed child care providers. A significant growth in resource and referral systems is occurring nationally. Some companies have staff for an on-site counseling service. Counseling and extensive consumer materials are also important services.

However, parents of school-age children often need help in locating all of the program options available. This means parents with school-age children need information on the licensed or registered after-school programs in their communities in addition to the range of specific activities such as Scouts, 4-H and all of the art lessons offered at the community centers. Information which includes the type of activity, time offered, location, cost, transportation available, languages spoken, numbers of children and other such information makes it feasible for families to decide if a school-age child might attend a program five days a week or instead be involved in one or two activities during afternoons.

Companies can help with the information gap by collaborating with local resource and referral services to collect information on activities for school-age children. This information on computer clubs, nature classes, etc., will be available in addition to after-school programs.

## AFTER-SCHOOL PROGRAMS

After-school programs are being organized by groups such as parents, school administrators, community groups, and representatives of area companies. These programs are typically held in schools, Y's, churches or local community agencies.

The Houston Committee for Private Sector Initiatives coordinates with local business to financially support after-school programs, thus making the services available to low-income families also. The Houston Initiative which be-



*Children of employees enjoy a day at the "Triple R Camp," operated by Fel-Pro Corporation, Skokie, Illinois.*

gan in 1982 is frequently referred to as one of the most comprehensive employer-supported programs for "latchkey" children in Houston.

In Minneapolis, Minnesota, the Northwest Bank, through funds from their foundation, and Minneapolis schools entered a partnership as they renovated and opened before- and after-school programs in the areas where branch banks are located.

The Gannet Foundation, committed to innovative local efforts, funded KARE-4 in Sioux Falls, South Dakota, which involves employed parents and their children, Boys Club, Girls Club, YMCA and YWCA. The four organizations were all under-utilized, and the grant made it possible to acquire buses for transportation and to hire a coordinator. This program benefited both the children and the local organizations.

Currently, more than 150 school districts in the United States offer after-school care. Wellesley College Center for Research on Women, Wellesley, Massachusetts, has been involved in a school-age child-care project for the past eight years. The team works with public schools, private corporations and public policy-makers in addressing issues including the design and implementation of after-school centers and

programs. Last year the Wellesley team along with a TV station in Hartford, Connecticut, designed public service announcements dramatizing the importance of quality programs for school-age children. These PSAs are readily available to companies.

By 1990, it is estimated that approximately 17 million school-age children will have mothers in the labor force. Hence, the need for a range of school-age programs and supports for children will continue to be a pressing matter. As companies recognize this increasing need, they are finding it beneficial to offer a variety of program options to their employees. The overall result is greater productivity, successful recruitment and happier employees.



*Joan M. Bergstrom is the author of School's Out—Now What? Choices For Your Child's Time—Afternoons, Weekends, Vacations (Ten Speed Press, Box 7123, Berkeley, California), and is Associate Director of Workplace Connections in Waltham, Massachusetts. Eleanor T. Nelson is Managing Director of Workplace Connections, an organization which provides business with parent support services. The company has a special expertise as it relates to designing programs for school-age children. Workplace Connections is establishing a comprehensive line of services and multi-media products relating to children's use of out-of-school time. Copyright 1987*



# Eldercare:



Courtesy of Travelers Insurance Corporation

## Benefit of the 1990's

by Pamela A. Tober, editor

**E**ldercare, the term now used for providing care to elderly relatives and friends, is becoming a major corporate concern as an increasing percentage of employees face this problem.

Deemed the "Benefit of the 1990s," eldercare is an issue that some corporations have already addressed. Why is this suddenly an important matter? Demographic findings have brought the problem to the forefront.

First, people are living longer. Between 1970 and 1980 the number of people 75 or older surged to 32%, or

10 million. This number is expected to reach 17.2 million by the year 2000, according to the *Wall Street Journal*.

Now consider that many of these elderly people are parents of middle-aged employees—a rapidly growing segment of the work force—who provide care for them. A recent survey by Travelers Insurance Corporation, Hartford, Connecticut, found that approximately one in five employees over age 30 provide some care to an elderly parent.

Finally, the most significant finding is that the majority of the middle-aged employees offering eldercare are

women. This relatively new phenomenon has developed because women's roles have been redefined as employees rather than as traditional providers of care within the home.

The Travelers survey revealed the following:

- Women are the primary caregivers even when it is the husbands' parents who need care.
- The employees had provided care an average of 5.5 years.
- Twenty-eight percent of the employees studied, all over age 30, spent an average of 10.2 hours a week caring



for elderly relatives and friends.

- Eight percent gave 35 hours of care and some full-time employees devoted up to 80 hours a week to provide care.

- Eighty percent indicated that caring for the elderly interfered with other family responsibilities.

In many cases, an employee caring for an elderly relative is also caring for children. Whether they are pre-school age or college age, the financial burden of long-term medical care alone is enough to bankrupt a family. In addition, feelings of guilt and frustration that often accompany caring for an elderly person, especially if living at a distance, are compounded by normal job pressures. The result of these combined responsibilities is a physically and emotionally drained employee.

## CORPORATE PROGRAMMING

Employers are noticing excessive personal phone calls, absenteeism, tardiness, stress, and decreased productivity. In an effort to help, most companies agree that information disbursement is the primary need to be met.

"Employees don't know what services are available to them," according to David Cowfer, a human resources program manager at Westinghouse Electric Company, Pittsburgh, Pennsylvania. In order for employees to know what alternatives they have, they need to understand the condition of their elderly parents. "We know there is a great deal of misunderstanding about Alzheimer's disease, so we use experts in the field to educate our employees," Cowfer said.

As part of their corporate wellness program, Westinghouse provides a family workshop series, given mainly by community groups who know the subject well. Topics such as lifestyle change, medical need, financial need, etc., are discussed. They also offer employee assistance programs to help employees cope with this situation.

"What we're doing here is just the beginning. We're trying to assess how much interest there is and what the need

is to further develop our program," Cowfer said.

Westinghouse is a good example of where companies are now in providing service. However, Wang Laboratories Inc., Lowell, Massachusetts, has taken its programming one step farther.

In addition to workshops offering information, Wang employees participated in a project called Adult Day Care as an Employee Benefit: Supporting Workers Who Have Elderly Dependents. The Administration on Aging, Department of Health and Human Services, funded the project.

First, Wang employees were surveyed to find out who was caring for older relatives. Then another survey, given to women over 35 who are giving care to an elder, asked how women use their sick leave and other benefits, the kind of care they are giving, and the effect it has on their work. From this group, 20 employees' parents were chosen to participate in adult day care, the new alternative for eldercare. At the end of the year, the employees will be surveyed again to see how adult day care helped. There are plans to conduct this survey at 500 more corporations.

Travelers Insurance Corporation was the first to conduct a comprehensive look at full-time employees (at a large corporation) who spend time caring for elderly relatives. Consequently, they offer a wide range of care-giving ini-

tiatives. The following services are in addition to informational seminars and counseling:

- a care-giving fair where experts staff booths to answer questions over the lunch hour (over 700 employees attended);

- video programs about aging placed in monitors throughout the company;

- a section being developed in the corporate library for materials on the subject;

- dependent-care assistance program (this is a flexible spending account where the company will deduct pre-tax dollars from pay to be set aside for eldercare);

- flexible hours;

- offering of a four-week unpaid personal leave.

In addition, hiring retirees is another way to alleviate the eldercare problem. Travelers has a "retiree job bank" through which seniors can find full- or part-time positions. They also have an Older Americans program where all retirees in the community can apply for a variety of jobs provided by Travelers.

## INFORMATIONAL ASSISTANCE

Because corporate acknowledgement of eldercare is fairly new, one-on-one counseling has proven to be a great reliever of stress, according to *EAP Digest*. For many caregivers, these



*Representatives from more than 20 greater Hartford agencies gather at the Travelers Insurance Corporation's Caregiving Fair, Hartford, Connecticut, to answer questions and provide information on adult day care services available in the community.*

sessions are the first time guilt feelings and frustration have been brought out into the open. Plans for individual family situations proved to be a great help at Ciba-Geigy in New York. The company used a private consulting firm to provide seminars and on-site counseling sessions. To be effective, solutions must be tailored to the particular employee. Employee Assistance Programs help remove a feeling of isolation.

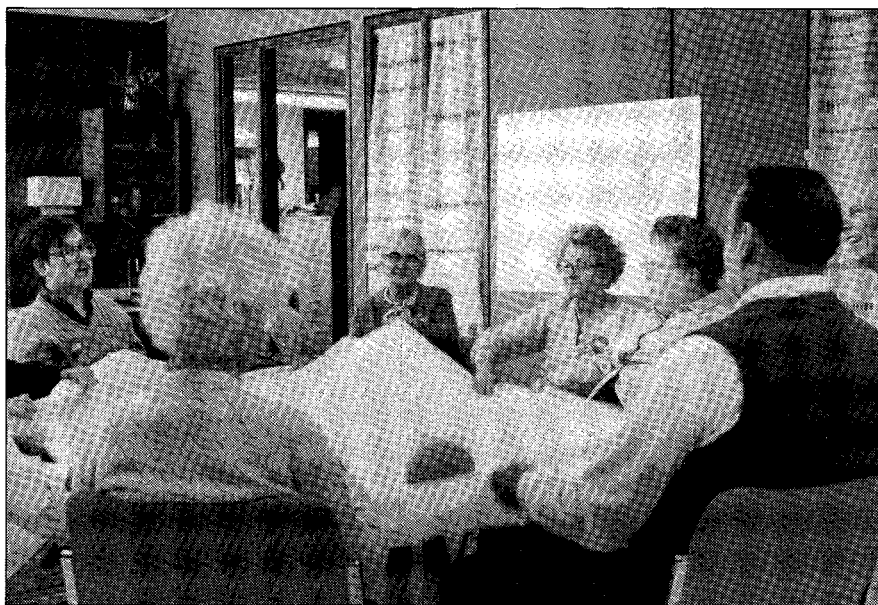
Consultants are also being hired by companies. The Chicago Metropolitan Coalition on Aging began a program to help member agencies market seminars and referral services to companies. In addition to information assistance, companies can also utilize their medical, legal and financial departments to help employees with pressing concerns. Any form of information provided to an employee can lessen the amount of time an employee spends away from work to search out these services.

## FINANCIAL ASSISTANCE

According to the June, 1986, edition of *Across the Board*, some company officials feel that financial assistance is an inappropriate role for business in helping employees care for their elderly relatives. Direct financial care is usually provided in the form of part-time home health care which employers can contract for on a cost-matching basis with employees. Another means of support is through a Dependent Care Assistance Program (DCAP). Section 129 of the IRS Code makes care of the elderly a nontaxable benefit to employees and employers and permits its inclusion in a flexible benefits plan. In order to qualify for DCAP, the elder must be a dependent of the employee.

## OTHER KINDS OF ASSISTANCE

Companies can also help in a number of other ways. Larger companies can work through public affairs offices for policy changes that affect eldercare assistance. It would benefit corpora-



*Being elderly does not have to mean being alone. These seniors are participating in supervised activities at Parkside Adult Day Service Center, an affiliate of Lutheran General Hospital, Des Plaines, Illinois. The center offers a combination of crafts, field trips, games, discussion groups, community service projects and other activities.*





*Young and old come together through Parkside's intergenerational program, combining child and adult day care. The program has been active since 1980 in two of Parkside's centers. Both centers are working on new options which include nurturing one-to-one relationships and tutoring in appropriate subject areas. The idea is spreading to include telephone hotlines between seniors and latchkey kids. "Grandma Please" is one example of an intergenerational hotline in Chicago, Illinois.*

tions to participate in proposal-review committees to make sure the government is funding practical projects involving the business community. Also by donating money to outside resources, their services will ultimately be more extensive. Contributions to adult day care centers would be extremely helpful to employees.

## ADULT DAY CARE

As defined in *Adult Day Care In America: Summary of a National Survey*, adult day care is a community-based group program designed to meet the needs of functionally impaired adults through an individual plan of care. The program is structured and provides a variety of health, social and related support services during any part of the day, but less than 24-hour care.

Services directly provided include social services, nursing, recreational activities, exercises, art, music, reality therapy, and dressing/grooming/toiletting assistance. The center either con-

tracts for or directly provides meals and transportation, and may also provide or contract for physical, speech and occupational therapies and diet counseling, according to the national survey results. The services vary from center to center.

"It's the wave of the future," says Arlene Snyder of Vintage Inc., an adult day care center in Pittsburgh, Pennsylvania. Vintage is a prime example of what a day care center can provide. Vintage also prepares a number of seminars for Westinghouse.

"It's such a dynamic place," according to David Cowfer of Westinghouse. "There are all kinds of people, some with Alzheimer's, some perfectly healthy and some confined to wheelchairs. Action is going on everywhere. It's not just adult day care, it's a place for seniors to get together and talk about issues. Seniors attend classes on all sorts of things from taxes to making baskets. To visit changes how you feel about alternatives to the problem, and people just don't realize there is such a place," Cowfer said.

Adult day care may not replace nursing homes, but the premise is that keeping the elderly active and happy will prolong time out of a nursing home. Adult day care is also cost-effective. Some centers may not charge at all or accept donations only. Some have hourly rates based on a sliding fee schedule or fixed rate.

Parkside Human Services, Des Plaines, Illinois, has an adult day care program that introduces yet another alternative—intergenerational programming, which combines age groups. Many corporations that already have on-site day care centers for preschoolers could expand to include adult day care centers.

"Between work and family life, parents are caught in the middle with younger children and older parents. Our service is not only convenient, but combining young and old is a natural," according to Ellen Brown, director of adult day care at Parkside.

According to a study of intergenerational programming conducted at Parkside, children benefited from the extra affection, knowledge and skills of the elderly, and the elderly had an increased sense of usefulness. Seniors who didn't get involved with projects on their own were active with the children.

Adult day care is something that is catching on. It is especially an aid to recovery for the elderly. "It's difficult for anyone, regardless of age or capacity, to spend eight hours a day looking at the same faces and the same four walls," Brown said.

Corporate eldercare assistance is still in the beginning stages; however, businesses are becoming aware of their responsibility. Research efforts have already made a difference in initiating corporate programming. Informational services are revealing adult day care as a cost-effective alternative to nursing homes. With continued focus on the topic of eldercare, employees can expect increased relief from the burden—and employers can expect increased productivity.



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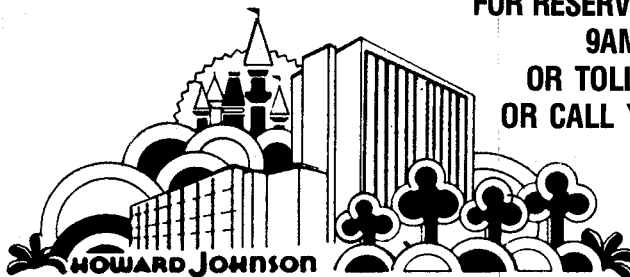
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# How to Organize a 10K Race

by Mike Bass, CESRA



**L**arge or small, a well-organized race leaves everyone eager to participate in future events. The following information will help you formulate a good basis for organizing your event.

**Determine the Type of Event.** Is the aim of your event to encourage participation and recognize completion? Or do you want a more structured competitive event? Does your entry need to be limited? Do you want to hold it as a fund-raiser?

**Schedule a Date.** It is important for you to consider all possible conflicts. Don't buck an established, successful event. Your local running club is a good source for a calendar of events.

**Select a Site.** Consider the following when selecting a site: participant and spectator accessibility, parking, traffic control, course surface, and restroom facilities. Also check to see if equipment (tables, loudspeakers, chairs, etc.) storage space and a water source are available at the site.

**Consult Appropriate Officials.** Check with your police department to see if traffic control is necessary, available, and of known cost. Determine if any permits are required, how to get them, and what they cost. If course certification is desired, make arrangements with your local TAC (The Athletics Congress) to have your event course measured and certified.

**Form a Timetable.** The best way to determine your own timetable is to take the event date and schedule from that time backwards based on your type of event and local circumstances (see sample timetable).

**Set Up Committees.** The next important step is to break your event down into basic elements and determine what committees you need and their functions. Volunteers should be personally contacted to participate. It is preferable that they have a fundamental talent needed for the committee selected. After all committee members are selected, a meeting to outline their job responsibilities, timetable, and budget should be set up. ►



## 10K Race . . .

**Plan a Budget.** In determining your overall budget, it is easiest to divide it into the following major categories:

- **Supplies and Materials**

Numbers and pins for participants, refreshments, postage, office materials, awards, T-shirts, posters, entry forms, cups, water, ice, post-race results, magic markers, envelopes, masking tape, signs, index cards, stringers.

- **Equipment**

PA system, first-aid, portable toilets and paper, tables, chairs, escort car and bicycles, stop watches, starting gun, electronic timer, radio communications, trash buckets, water buckets.

- **Course**

Permit fees, security costs, mileage and pace time markers, start/finish line banners, cleanup deposit, finish line chute.

- **Public Relations**

Supplies, stationery, postage, telephone, camera and film.

- **Medical Personnel**

Doctors', nurses' fees.

- **Advertising**

Determine if needed or if all exposure can be accomplished through publicity.

Most events can be sustained through a small entry fee alone. Typical entry fees around the country vary from a low of \$2 to a high of \$15. If the event is to be a fund-raiser, an underwriter of the above budget categories will be necessary.

**Order T-shirts, Awards, Banners and Entry Forms.** Make sure your T-shirts are of good quality, resistant to fading and shrinking. Also, when planning the design, make your shirt lettering and graphics simple, bold, and easy to read.

Although T-shirts and awards constitute a substantial budget item if given

## Sample Event Timetable

<u>Prior to Event</u>	<u>Task</u>
7 Months	Determine type of event. Choose and schedule date, site. Consult appropriate officials and secure necessary permits.
6 Months	Appoint race director. *Set up committees and responsibilities. Plan budget.
5 Months	*Determine and select all volunteers needed.
3 Months	Order T-shirts, awards, posters, entry forms and banners. Map out publicity plan.
2 Months	Launch publicity campaign. Begin distribution of entry forms and posters.
1 Month	Set up registration office. Hold major committee-head meeting. Order all medical supplies and refreshments.
2 Weeks	Open registration office.
Day Before	Make sure everything is delivered.
Event Day	Arrive 3 hours before event to set up.
Day After	Mail results in news release to press.
Week After	Evaluate race activities. Send mailing to entrants.

*\*Hold short committee meetings regularly to determine if everything is on schedule.*

away, in return they identify your event in future months. Two ways of reducing T-shirt costs besides underwriting is to limit them to the first 100 or so participants or by giving them to finishers only.

Another low-cost extra to all finishers are certificates with space for writing their names and times.

You can "class up" your event by having canvas or oilcloth start and finish banners made. If used, they should be durable and reusable, and they should measure 20-30 feet long and be 2-3 feet high.

To promote your event, posters and entry forms are a must. The design of your posters and entry blanks should be kept simple, integrating the same

logo used in other materials to promote the event. Posters, in particular, should be bold enough to catch the eye, but not include so much information as to be overwhelming. More precise information should be included on your entry forms.

**Develop a Publicity Plan.** Proper planning will guarantee you a well-run event. However, the success of your 10K race will depend on drawing participants as well as spectators. Publicizing is the best way to achieve this goal.

Approximately three months before the 10K race, develop a publicity plan and timetable. It will be helpful if your committee members have some background in writing and, if possible, press



contacts. A one-page press release containing all the basic information surrounding the event is the most common publicity tool. It should be typed, double-spaced, concise, and include a phone number and name contact for further information. Send the release to all media within the area, including newspapers, radio, TV stations, and publications dealing with the topic of running. Don't forget to include your 10K race date in your community calendars, school newspapers, and other local publications.

**Distribute Entry Forms.** Distribution of entry forms and posters throughout the community by mail or by dropping them off personally will greatly enhance your event exposure. However, one central office will need to be established to coordinate race entries, do bookkeeping, supply entrants with their race packets before the event, and provide information concerning the race. They will also handle race day check-in, late registration and entry troubles.

Since your first meeting with all your committees, they should have been functioning on their own and reporting their progress to you as needed. However, during the last month of the 10K race, it is important to hold the second of several group meetings to update everyone and provide coordination between committees.

**Order Medical Supplies.** You should provide medical assistance at every aid station and at the finish line. It is also a good idea to have a roving car to spot runners who might need assistance. Although beneficial, it may not be possible to have an ambulance available during the entire event. You should, however, alert your local units that you are having a run. They will be more likely to cruise the area occasionally to see if they are needed. Also, be sure that a phone is available at the site.

**Order Refreshments.** One person should be designated for organizing refreshments. It would be this person's responsibility to make equipment and

food arrangements and organize help for race day. Two or three people should be available the morning of the event to set up and be at each aid station.

Your aid stations, depending on the length and design of the course, should be situated at appropriate intervals, at least every two or three miles. Cups should be filled with water and put out on long tables before the runners reach the stations. Keep the tables well supplied and position them close to the course for easy access.

The refreshments available for participants at the end of the race are an important extra ingredient. During site selection, it is important to make sure there is ample space for providing refreshments to be served and to have water available.

**Arrive Three Hours Before the Event.** Your starting line committee should mark the starting line with an overhead banner or markers at each side of the course three hours prior to the event. About 15 minutes before the start, begin alerting entrants of time remaining until the start. This gives time for last-minute warm-ups, personal needs and water. Also, at this time, all course monitors should be in place.

Just prior to the start, runners should be instructed to line up according to anticipated pace-per-mile signs at the side of the course start line. In addition, last-minute instructions including course layout, course monitors, finish line procedures and any other points necessary should be given. Always start on time.

The finish line committee should also set up three hours prior to the start of the event. Two manual timers should stand to one side of the finish line to avoid interfering with the runners. One will call out times and runners' numbers as they finish, while the other will record the information for check against electronic timing results if necessary.

Two other officials will be needed to hold a ribbon for the winner to break. The race director should use a bullhorn and offer friendly congratulations as the runners finish and also remind them to

move quickly through the chute in the order which they finished. Other volunteers should line the outside of the chute, keeping everyone in line and moving toward the other end.


Two more officials should be at the end of the chute to collect race numbers in the order runners exit the chute. When the race is over, the electronic time sheets and order of race numbers can be compared to determine each runner's time and finish.

This combined list should be posted at the awards ceremony for all to see. Awards are usually given to the first-through-third-place finishers in male and female age groups (18 and under, 19-24, 25-29, 30-34, 35-39, 40-44, 45-49, 50-54, 55-59 and 60 and over).

An awards presentation offers a feeling of camaraderie among participants and enables the event to have a focal point. Just remember to keep the ceremony short (10-15 minutes); no one wants to hear campaign speeches.

**Mail Results to the Press.** The day after the run, your publicity committee should send a news release to all press organizations announcing winners, times, highlights and photographs. Also, each participant should be sent a copy of the results and a letter of appreciation for making the event a success. Be sure to keep the participants' names and addresses so that next year they can be sent entry forms in advance.

**Evaluate Race Activities.** The week following your 10K race, have all your committee chairmen report on their activities. Even though your event was a terrific success, there are bound to be things you will want to do differently next year.

Lastly, if you plan to hold a very large race, I have two suggestions: 1) get a copy of the *Road Runners Club of America Handbook* and study it carefully; 2) get your local running club (if there is one) to help you put on the 10K race. Good Luck! 

*Mike Bass, NESRA Vice President, Fitness & Health, CESRA, is Fitness Representative of Phillips Petroleum Company, Bartlesville, Oklahoma.*



National Employee Services and Recreation Association

2400 South Downing Avenue ☐ Westchester ☐ Illinois ☐ 60153-5199 ☐ (312) 562-8130

Dear NESRA Members:

There are many reasons why you should attend this year's National Conference. Let me convince you of them by sharing the reasons I attend each year.

My most important concern is to gain access to information in our specialized field. The Conference is a once-a-year combination of NESRA resources at the national level.

In the past I have found myself with unique problems that could not be untangled within the traditional corporate organization: Whom should I talk to if I want to justify and organize an employee club; what alternative methods are administrators using to finance their programs? I went to my colleagues in NESRA for time-tested solutions.

Our future also depends upon knowledge of latest industry developments, and I have learned that there is no better chance than the Conference to examine the leading edge.

Each Conference agenda offers a wide variety of topics which allows everyone to custom-fit his own Conference experience. This means lectures, panel discussions, workshops and strategy exchanges for professionals, multi-hat generalists and volunteers. Needless to say, I am pleased that this year's agenda is no exception, with many alternatives developed for the interests of the diverse NESRA community.

The exhibit hall is another highlight of my Conference experience. I have made numerous contacts with businessmen and women who are sincerely interested in ways to help improve the value and impact of my program. In fact, I have offered programs from NESRA exhibitors that have saved employees and my company more money than the cost of my registration fee.

Also, my Conference experience wouldn't be complete until I have an opportunity to meet my peers and reunite with my friends during the Conference's unstructured time. I find there is no better way to re-charge your battery than to enjoy some time with people with whom you have so much in common. I find it's therapeutic to laugh about 'war stories.'

So, to me it makes sense that if you are a member of NESRA and believe that a positive work environment means improved work performance, you should attend the annual Conference. In my case, the chance to attend a National Conference has been important because it gave me a chance to learn and succeed. I hope you will take advantage of the same opportunity.

Join me to look BEYOND TOMORROW in Minneapolis/St. Paul!

Sincerely,

Bob Crunstedt, General Conference Chairman  
46th Annual NESRA Conference & Exhibit

# CONFERENCE PREVIEW: 1987 Speaker Highlights

by Pamela A. Tober, editor

*"No one exactly knows what will happen in the future. But by considering what might happen, people can more rationally decide on the sort of future that would be most desirable and then work to achieve it.*

*"Opportunity as well as danger lies ahead, so people need to make farsighted decisions. The process of change is inevitable; it's up to everyone to make sure that the change is constructive."—Edward Cornish*

*The 46th Annual Conference will offer a wealth of information to assist in constructive decision-making. Participants will have the opportunity to gain hands-on experience through a variety of workshops, and topics concerning childcare programs, fitness leaders and travel programs will be addressed in panel discussions.*

*All 1987 speakers have been chosen to provide members with the knowledge necessary to plan today for a progressive future "Beyond Tomorrow." Below, ESM highlights six of this year's speaker line-up.*



**Edward Cornish**

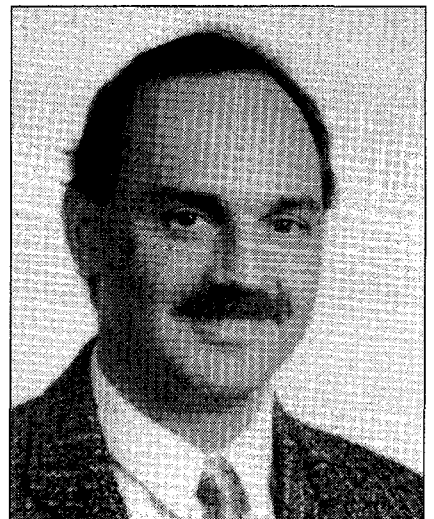
World Future Society President Edward Cornish will discuss leisure, lifestyle and workplace issues, the impact of the information revolution and other trends that may influence employee

services and recreation management.

Cornish, editor of *The Futurist* and a syndicated columnist, is a recognized forecasting expert. As one of the leading futurists invited to lunch at the White House, Cornish offered ideas for possible inclusion in the President's State of the Union Address. Vice President Bush, Attorney General Meese and Chief of Staff Donald Regan attended the luncheon.

An international journalist since 1951, Cornish decided to create *The Futurist* magazine and the World Future Society because "no one seemed to be reporting on the big picture of where the world was going," he said.

A frequent speaker and guest on such talk shows as *Today*, *Straight Talk* and *Panorama*, Cornish is the author of *The Study of the Future: An Introduction to the Art and Science of Understanding and Shaping Tomorrow's World*.



**Pierre Chartier**

"One in every four North Americans is mentally disturbed. The other three are 'nuts.' Emotional health is a dimension of total well-being often overlooked in large corporate wellness pro-

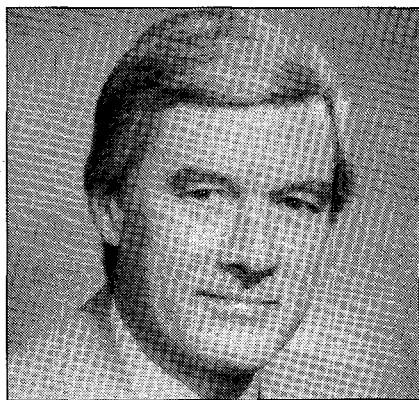
grams.

"The promotion of simple lifestyle campaigns can contribute to the 'joie de vivre' and climate of camaraderie, so important to corporate and small business success," according to Pierre Chartier, M.Sc., director of the Fitness and Recreation (the Canadian movement for personal fitness) Center of the Bank of Canada.

"Employee Fitness in Small Business," the topic of Chartier's session, will describe successful, promotional strategies for non-facility based wellness programs. Hands-on materials exemplifying successful marketing strategies will also be distributed.

"The concept I'll be sharing will also be relevant to people programming in large corporations," Chartier explained. "In Canada, when sources are made available to employees, they tend to attract those who are already healthy. My campaigns are a nice complement used to attract other employees who may be intimidated and reluctant to participate."

An active trainer of Fitness Ontario's Leadership Program, Chartier was recently selected to participate in Canada's Master Trainer Development Project. He was also responsible for the development of the Canadian Standardized Test of Fitness and is the co-author of *Employee Fitness in Small Business*.



**Rod Brutlag**

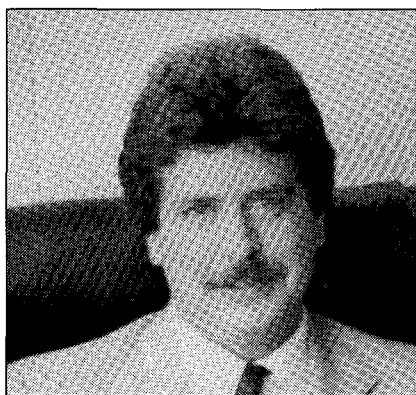
"One of the real enigmas today in management is how or what really constitutes a workable strategic long-range plan—and just how do you go about putting one together?"

"Does a strategic long-range plan really influence day-to-day decision-making in a positive manner? What is the role of an employee services director in the strategic plan process? These are some of the questions I'll be addressing," said Rod Brutlag, CAE, president of Rodney S. Brutlag Associates, a management consulting firm specializing in services to trade associations and professional societies.

Along with lecture and discussion, Brutlag will use a familiar case study to communicate a simplified approach to strategic long-range planning.

"In the last 20 years, long-range planning has finally evolved from a 'great idea' into a much simplified and practical tool for making us better managers," Brutlag said.

As a consultant in customized strategic long-range plans and planning processes, Brutlag has been a frequent speaker and author for the American Society of Association Executives, the Chicago Society of Association Executives and other association executive federations for educational programs and publications.



**Don Powell**

"Pre-Packaged Wellness Programs: What's in the Box" will offer criteria needed to evaluate wellness programs to be implemented in company programming.

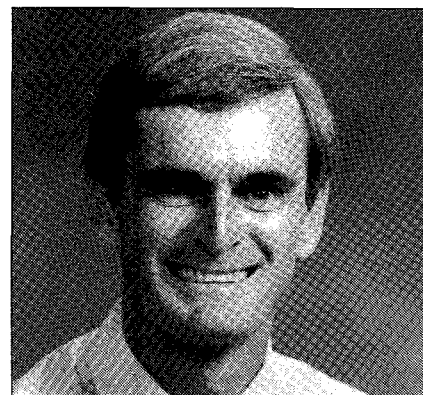
"The session will be helpful to those who are using an outside source to obtain a wellness program and to those who want to develop their own wellness program within their company," according to Don Powell, executive director of the Office of Communication

of the American Institute for Preventive Medicine.

Powell will explain how to evaluate program content, materials, training (whether you will be training your own employees or hiring from an outside resource), updates (improving the program over time), success data and marketing materials (videos, posters).

Considered to be one of the foremost authorities on the development, implementation and marketing of health promotion programs in North America, Powell is a winner of the 1983 Healthy American Fitness Leader Award.

He also presented scholarly papers on health promotion at the annual conferences of the American Medical Association, the American Health Association, the American Heart Association, the American Psychological Association, and the College of Preventive Medicine.



**John Crompton**

"What business are we in? What is the nature of it? Whom do we serve? How do we target? What is the psychology of pricing? How do we establish a price?"

John Crompton, professor of Recreation and Parks at Texas A&M, will address these questions as they apply to employee service and recreation managers.

His primary interest being in the areas of marketing and financing public leisure services, Crompton developed the largest recreation planning consulting firm in the United Kingdom.

A 1984 recipient of the National Recreation and Park Association's National Literacy Award, Crompton is the author of over 150 articles published

in the recreation and marketing field and author of *Doing More With Less in Recreation Services*, to be published in June, 1987.

Having conducted a number of two-to-three day workshops on marketing and/or financing leisure services, Crompton has delivered keynote addresses at the annual National Park and Recreation Conferences in Great Britain, Canada, Australia and South Africa.



**Janie Jasin**

Who is Janie Jasin? Her spirit and energy are contagious . . . dynamic . . . courageous . . . entertaining . . . outrageous . . . my lower jaw was hanging open. Incredible . . . unbelievable . . . delightful . . . where did she come from? Such a rare gift . . . enthusiastic . . . humorous . . . enlightening . . . caused me to run the emotional gambit. Who is Janie Jasin?

"We found an overwhelming positive response that didn't just last that day but lasted for weeks on end. Our staff walked out of the meeting understanding what it's like to share, to cooperate and to participate in a common goal within our industry."

Jasin has shared her messages with over two million people in the last 10 years. The largest audience was 10,000; the smallest, two people on a foggy, snowy night in Minnesota.

"They're all the same—everyone I've spoken to. They all want to experience love and life. They don't want to miss it or miss each other," Jasin said.

Her overall message is simply to "be incredibly grateful to be alive."

Experience Janie Jasin at the 46th NESRA Conference and find out who she really is and how she can change your perspective on life!



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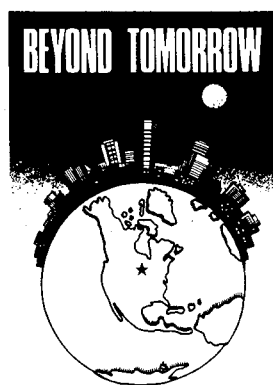
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Phone (\_\_\_\_\_) \_\_\_\_\_ Number of Employees \_\_\_\_\_

STATUS: CESRA \_\_\_\_\_ CESRL \_\_\_\_\_

Is this your first National NESRA conference? \_\_\_\_\_

Name of others in your party: \_\_\_\_\_

Expected date of Arrival: \_\_\_\_\_ Departure: \_\_\_\_\_

### PLEASE FILL IN AS YOU WOULD LIKE YOUR BADGE TO APPEAR

Common First Name \_\_\_\_\_ Full Name \_\_\_\_\_

Company/Organization \_\_\_\_\_

NESRA Chapter Affiliation \_\_\_\_\_

NESRA or Local Chapter Office Currently held \_\_\_\_\_

### REGISTRATION FEE INCLUDES ALL MEALS AND SOCIAL FUNCTIONS

**IMPORTANT: Please circle amount enclosed**

	<b>Prior to April 15, 1987</b>	<b>After April 15, 1987</b>
Delegate-NESRA Member	\$250.00	\$270.00
Nonmember Delegate	270.00	290.00
Associate Member not Exhibiting	375.00	400.00
Commercial Attendee not Exhibiting	425.00	425.00
Spouse	135.00	145.00
Student (includes sponsored functions)	125.00	130.00
Retirees	75.00	75.00

Hotel accommodations are at the Hyatt Regency Hotel, Minneapolis. Daily rates are \$82.00 single and \$94 double. Look for further hotel details and reservation information upon registration confirmation.

Please include your check payable to National Employee Services and Recreation Association. Advanced registration cannot be accepted without full payment in advance. Mail checks and registration form to: **NESRA Inc., 2400 South Downing, Westchester, IL 60153.**

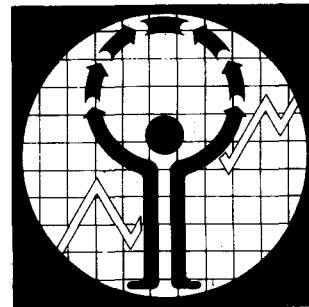
**Cancellation**—Full registration will be refunded if cancellation is received postmarked not later than April 20, 1987. After this date, refund cannot be guaranteed.

**Questions call: (312) 562-8130.**



# Recreation Facility Construction: Design and Decisions

by Tamra Torres, CESRA



*In the last issue of Employee Services Management, Rebecca Gregory addressed the preliminary steps necessary to justify building a fitness/recreation facility for employees. This article will focus on installation design and decisions that need to be made as you approach the opening of your facility.*

**A**t the Texas Instruments plant in Lewisville, we are currently planning a 9,000 square foot on-site facility. After nearly four years of groundwork and proposals, it is exciting to see this project approach its final stages.

**Picking Your Architect.** Hopefully you will have some input into the choice of architects to be used for your project. If so, be sure to choose one who has expertise in the area of fitness/recreation facilities.

If you are required to use the architect who designed your company's building, I strongly encourage you to do some research to become familiar with areas of special concern in fitness/recreation centers. Using your NESRA Peer Network Directory, call upon members listed as experts in facility design, request copies of their plans and contract documents, and then get together with someone in your company who can help you interpret the information.

Don't be afraid to ask questions of your architect and/or contractor. It's much better to ask questions in the planning stages than to have to shut down your facility to replace something that never should have been installed.

**Space Usage.** How can you make the

most of the space that's available? If you're looking at new construction you'll often have the opportunity to choose the components you want in your facility (based on budget). This will dictate the amount of space required. In our case, we are acquiring existing warehouse space and converting it to meet our needs, which we had previously prioritized. As mentioned in last month's article, you need to set priorities based on what facilities are already existing in your area and what your employees and management want to provide on-site.

A basic fitness center can include just locker rooms, showers, a place for equipment and a room to hold aerobics and other exercise classes. Make sure there is a phone out in the open with emergency numbers posted. Also, remember to have a first-aid kit on hand.

If you're trying to determine what facilities other companies of comparable size have, turn to your Peer Network Directory, call members, and ask! This can give you good information about what other companies offer and can also be valuable in your justification process.

**Staff Selection.** Whom will you hire to staff your facility? For our center, I'm looking for people who have experience, professionalism and enthusiasm. They will need to be able to sell employees on the importance of becoming fit and having a positive lifestyle. In the corporate setting, staff members also need to create a rapport with management as well as employees. This will help to retain support of your programs throughout the years.

In the fitness area, a professional in exercise physiology or a related field is essential. This person (or persons)

needs to be qualified to deal with many shapes and sizes of employees—guiding them through exercises and lifestyle modification. Your attendants, clerks and/or secretaries need to be positive individuals, giving members a feeling of warmth as they enter the facility. On the recreation side of things, experience and enthusiasm are essential. If this person (or persons) will be planning special events, etc., creativity is also an important trait.

If you're confused about what tasks are expected of each staff member in a facility, I encourage you, again, to call others in the field. This time, ask for job descriptions, salary ranges, and other pertinent information.

**Designing the Interior.** Your center needs to be a bright and energizing place where employees go to escape. By using bright lights and color (maybe even graphics) you can create a stimulating and inviting environment.

An "open" concept has been developed for fitness centers being built at Texas Instruments. As you enter these facilities, the fitness equipment is right there. There are no doors to go through; the equipment area is located directly off the lobby. The impression that a member gets upon entering is one of activity and energy.

As I mentioned, your color scheme should be bright. The image you want your center to have is much different from an expensive private club or a hotel facility. Subdued colors and "plushness" will discourage use, since the impression will be that it's for "management only."

Also, try to stay away from colors that are prevalent in the company buildings. You want members to get a sense that they are leaving the work

environment to work out or relax in a whirlpool.

**Equipment Selection.** How do you determine what equipment will be purchased for your facility? At our plant, a survey was distributed specifically addressing this subject. Basically, people were asked to let us know what they wanted. Many responded with specific kinds of equipment with which they were familiar and comfortable.

There are so many types, shapes and sizes of equipment on the market today, that this will be another area where great care should be exercised before making your decisions. Check with different clubs in the area to get their comments on quality, reliability, and usage by members. This will help tremendously when you compare various types of equipment available.

In addition, I have set aside a Saturday on which I am getting together a few interested employees for a tour of area facilities and also to test equipment. Their input will be a great help to me in making the final selections.

Once equipment has been selected, we plan to publicize the various types available. Using our site newspaper, we will feature each type of equipment (weights, treadmills, etc.) with descriptions, pictures in use, and comments from employees.

**Membership.** If you are not fully subsidized by your company, chances are you will have to be thinking about membership. What types will you offer? How much will you charge? As mentioned in the previous article, a survey of area clubs can offer some helpful information on this subject.

We projected that an initial 20% of our employee population would sign up for membership. Then, after calculating all of the expenses involved and our other sources of income, we set our membership rates. We are fortunate to have a system set up whereby all memberships are payroll-deductible. Eliminating initiation fees and money up front really helps in selling memberships.

When deciding what types of mem-

berships to offer, try to make a "package deal" if possible. Following a successful program at Dallas Texins, we will offer a package by which employees can use the facilities, play in our sports leagues, and get memberships in clubs they are interested in—all for one price. For those only interested in using the center, an option for that kind of membership should also be available.

**Hours of Operation.** When deciding what time you will operate your facility, you'll need to poll your employees to find out what time they are planning to use it. I am going to set my initial hours on a trial basis. After a period of time, the staff will re-evaluate the hours of operation and decide whether to keep them as is or change them.

If your company operates around the clock, you'll need to find out if employees on all shifts are interested in using the facility. This is the situation at Texas Instruments. The manager of Dallas Texins, Dick Brown, developed a plan to see if the number of employees interested in joining the facility from our second shift (3:30 to midnight) was worth the cost involved in extending operational hours. A letter and membership form was sent to each, asking them to "put their money where their mouth is." In other words, they were asked to fill out the membership form as a guarantee that if the decision to stay open were made, their membership deductions would start. This is a great way to get a commitment up front.

**Organized Activities.** What ongoing activities will you offer? You need to have a number of exercise classes available to meet various wants and needs of your employees. Gentle aerobics, intermediate aerobics, back classes, stretching classes, etc., all need to be decided upon, instructors hired and times for the classes determined.

Also, times should be scheduled for equipment orientation. This should be a mandatory session for every member that comes into your facility. Proper use of the equipment is essential to avoid injuries and accidents.

There are a number of different con-

tests and activities you can offer employees. These will help promote your facilities to non-members, as well as offering a new activity to current members. As part of a grand opening celebration, we plan to have a competition between various departments at our site. Fun runs, carnivals, open houses and other activities can promote your facility better than any flyer.


**Publicity.** Check-stuffers, flyers, and brochures are all good means for publicity. However, I suggest that extra funds and effort go toward the initial publicity. Gimmicks work! Offer a "free gift" to the first 100 members to bring in a new member. Hold a drawing at your grand opening celebration for anyone who signs up during the event. Give away a trip or another enticing prize!

If the funds are obtainable, you may wish to make a video presentation or slide show to advertise the various activities available. This presentation can be used in departmental meetings, management meetings or just set up in a conference room for employees to view at their leisure.

Try to plan your publicity efforts in advance. We developed an entire marketing plan which included a complete promotions schedule. This will help us keep on track as we progress.


Don't hold back when it comes to publicizing your facilities. Use as much creativity as you can!

I can't say enough about using your local and NESRA resources as you go through the many steps involved in opening a facility. You can't be an expert in all areas, so turn to those who are.

Thanks to management support and a belief in the importance of employee fitness and recreation, we will see our facility open in June of this year. I hope the suggestions offered in this two-part article will give you encouragement to "get the ball rolling" in your own facility. 

*Tamra Torres, NESRA Region VI Director, CESRA, is Manager of Employee Services, Recreation and Fitness at Texas Instruments, Lewisville, Texas.*

# NESRA Education and Research Foundation

 The sole research organization in the field of employee services and recreation, NESRA's Foundation funds biannual field surveys delivering data on salaries, budgets and programming trends; studies on the programs and productivity; and ongoing market research.

A donation to the Foundation brings closer the day when employee services and recreation will appear on every company map.

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— A message from this magazine and the Food and Drug Administration

# Wanting Out of The Bottom-Line-Only Mentality

by Dr. Signe A. Dayhoff

**T**hey are middle managers, in their thirties, successful—and they feel stifled.

One such person is Todd Ludlum, a 37-year-old electrical engineer who manages Department of Defense contracts for a suburban R&D firm. He's been in the corporate world for six years and says he wants out.

"The organization's objective is getting the task done. But getting it done—on schedule—is more important than how you do it. I'm the one who has to implement this strategy. I'm good at it. But I don't believe in it. Focusing on the end and ignoring the means is tunnel vision. Bottom-line-only mentality is the bane of increasing numbers of managers.

Ludlum is representative of the 807 business and professional people who recently participated in a study of job and career development strategies. These individuals were randomly selected from 37 companies in eastern Massachusetts—a cross-section of industrial classifications—to respond to an in-depth survey questionnaire.

What the survey revealed is that as companies become more competitive to meet the shifting demands of a market in flux, there is more emphasis on bottom line. When this happens, ends supersede means in importance.

This emphasis on profit/survival requires strong task-orientation and task-motivation on the part of corporate people. Over 85 percent of study respondents say that their primary organizational strengths are: 1) prioritizing, 2) performing duties accurately and efficiently, and 3) producing work consistent with established standards. Since this is what the organization values, this is what they cultivate.

They know what to do. They do it, and do it well. But they are not happy, because merely accomplishing the task is not as important to them as doing it

effectively.

These managers suggest that meeting company goals and meeting them effectively are two totally different objectives. Moreover, they are concerned that the company either does not know or does not care that this difference exists. While they implement the "tunnel vision approach" as a necessary organizational strategy, the managers do not believe it is sufficient for them. Not for doing their best or for getting what they want in their job or career.

They want to have more control over the process. To do this, they want better interpersonal skills. Managers see interpersonal and task skills as two halves, working together to improve the whole of their present job performance, their growth and development. The more technically-oriented they are, the greater their need for having people skills.

Organizational success and the ability to effect change have been found to be highly correlated with having interpersonal skills and building relationships. This is because relationships are the glue which holds company individuals together, and interpersonal skills are the medium through which company tasks are achieved. The bottom-line-only mentality tends to be destructive to both the organization and its people in the long run.

Managers are aware that accomplishing organizational goals requires working within relationships. But their strong task-orientation has not prepared them for productive interaction. In an attempt to partially address this inadequacy, 53.8 percent want to improve their interpersonal communication skills.


According to Ludlum, "I deal with people all the time. They are the real means by which I accomplish my tasks. So, it's important I get my ideas across to them and then understand their re-

sponse. The problem is that the company's get-it-done focus doesn't allow me the time or opportunity to make sure we're all on the same wavelength."

To the managers in the study, effective communication means the ability to: 1) convey information clearly and accurately in speaking and writing, 2) give and receive feedback, 3) state wants in a reasonable, respectful manner, saying "no" when appropriate, and 4) persuade, influence, and have an impact upon persons and departments both inside and outside assigned organizational boundaries.

Since these managers want to be more effective within their present jobs, they prefer to solve their problems rather than looking for other positions. Companies need to recognize the degree of which this discontent exists and the fact that employees in general are increasingly making job and career changes in an attempt to correct perceived problems and relieve their dissatisfaction.

With this in mind, companies have to assess and reflect upon their own organizational philosophy, especially regarding the approach to goal achievement. They have to ask how their employees feel about it. Having evaluated the feedback in view of their bottom-line-only focus, they then develop human resource programs that support a more balanced approach.

The cost? The cost of such a program is weighed against the increased satisfaction and effectiveness of employees at all levels and the resultant decreased turnover. 

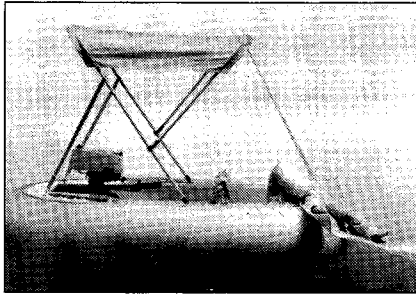
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*Signe Dayhoff is president of The Mentoring Network, a Wellesley, Massachusetts, strategic behavior consulting firm, and is author of Create Your Own Career Opportunities (TMN Publications, 51 Avon Road, Wellesley, MA 02181).*

## Toobie: A Leader in Boating Innovation

Water Ventures of Huntington Beach, California, has introduced "Toobie," a two-person inflatable boat, uniquely designed for exploring lakes and rivers.

A 4.5 horsepower motor powers the boat to run a maximum of six miles per hour for relaxing boating alone.



Purchasing a fleet can be the start of a new sport—Toobie Water Polo.

A boat within a boat, the water craft was designed with safety in mind. The innertube makes the boat virtually impossible to capsize. Foam injection of the dual hull provides flotation even without the inner tube.

Toobie also comes in three additional models. The glass bottom version has 75-foot visibility into the water below. The sport boat model is outfitted with a steering wheel, and the "Jac-cozy" variation has two built-in water jets and a heater for a boat by day and a spa by night.

Available in five colors, the 110-pound boat (inflated) will fit on a car, van or pick-up truck. Tested in Mexico and the Bahamas, Toobie is a leader in boating innovation.

For more information, contact Maarten Voogd, President, Water Ventures, 18141 Beach Blvd., Suite 370, Huntington Beach, California 92648, 714-848-1686.

## Scented Towel Refreshes People on the Run

When was the last time you wished you could shower but were unable to? Fresh Scent, a 15" x 25" terrycloth

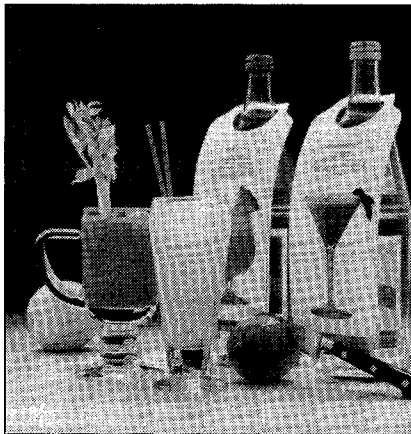
towel, releases a perspiration-activated, unisex herbal musk fragrance onto the skin's surface at the same time the towel absorbs moisture.

The hypo-allergenic towel is ideal for people on the go who are concerned with personal hygiene. It is also handy after a hard workout when immediate showers are not recommended. Fresh Scent, priced as a disposable product, is usable after the scent fades.

For more information, contact Body Fitness, 3546 South Lapeer Road, P.O. Box 304, Metamora, Michigan 48455, 313-678-3445.

## Health Kit Promotes Nonalcoholic Drinks

Because drinking rituals such as "happy hours" are part of our culture, promoting nonalcoholic drinks while



preserving the ritual is a challenge. To Your Health, a new responsible-hosting materials kit, is ideal for companies, restaurants and private parties interested in promoting nonalcoholic alternatives.

The kit includes a colorful banner carrying the message, "To Your Health: Nonalcoholic Drinks Available" for display behind a bar, "bottle talkers," which are slipped over the bottle neck of nonalcoholic beverages and mixes to announce a nonalcoholic drink recipe, and a brochure which offers 10 tips on responsible hosting. A free-standing display to hold the bottle talk-

ers is also available.

For more information, contact Minnesota Prevention Resource Center, 2829 Verndale Avenue, Anoka, Minnesota 55303, 612-427-5310.

## Revised Emergency Charts Available

New emergency wall charts demonstrate revised CPR and anti-choking procedures.

The charts dealing with choking incorporate recently approved guidelines published in the *Journal of the American Medical Association*. New standards approved at a recent National Conference on Cardiopulmonary Resuscitation form the basis for the new series of CPR charts.

Both series of wall charts are 18" x 24", printed in color or black and white, and include versions for adults and children.

They are available through School Health Supply, Inc., a supplier of health and education materials to schools, athletic teams, health clubs, the military and industry.



To order, or to obtain a catalog of sports medicine products, contact School Health Supply, Inc., 300 Lombard Road., Addison, Illinois 60101, 312-543-9216.

The NESRA

# NETWORK

**Associated Industrial Recreation Council/**Burbank, California. Meets the third Wednesday of the month. Contact Cecilia Pasillias—(818) 701-6001.

**Capital Area Recreation Council/Austin, Texas.** Meets monthly. Contact Pam New—(512) 250-6565.

**Central Coast Industrial Recreation Council/**Santa Cruz, California. Meets the last Tuesday of each month, excluding December. Contact Sandy Petznick—(408) 722-4116.

**Central Ohio Employee Services and Recreation Association/Columbus, Ohio.** Meets the fourth Tuesday of the month; meets the third Tuesday of November. Contact Kathy Hall—(614) 225-8444.

**Central Savannah River Area Employee Services and Recreation Association/Augusta, Georgia.** Meets the third Tuesday of each month. Contact Don Strosnider—(803) 725-1565.

**Chicago Association for Recreation and Employee Services/Chicago, Illinois.** Meets monthly except May and August. Contact Britta Mansfield—(312) 289-9250.

**Cincinnati Association for the Promotion of Employee Recreation and Services/Cincinnati, Ohio.** Contact Evelyn Sandlin—(513) 369-7777 or 369-7740.

**Cleveland Employee Services Association/**Cleveland, Ohio. Meets the second Wednesday of the month except July and August. Contact Ellen Kynkor—(216) 575-2510.

**Dayton Industrial Athletic Association/Dayton, Ohio.** Meets the second Tuesday of the month. Contact Raymond M. Rakar—(513) 455-4693.

**Denver Area Employee Services and Recreation Association/Denver, Colorado.** Meets the last Tuesday of the month. Contact Lori Sharp—(303) 977-6677.

**Employee Services and Recreation Inland Empire/Riverside and San Bernadino, California.** Meets the second Wednesday of the month. Contact Russ Drew—(714) 795-1502.

**Employee Service and Recreation Orange County/Orange County, California.** Meets the second Tuesday of the month. Contact Phyllis Smith—(714) 732-2432.

**Erie Recreation Services Association/Erie, Pennsylvania.** Meets the third Wednesday of the month. Contact Tom Whitford—(814) 456-8511.

**Gateway Association for Recreation and Employee Services/St. Louis, Missouri.** Meets monthly. Contact Joe Bitner—(314) 232-2336.

**Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California.** Meets the first Wednesday of the month. Contact Dave Baker—(213) 333-5693.

**Industrial Recreation Council of Greater Phoenix/Phoenix, Arizona.** Meets the second Tuesday of the month. Contact Olivia Heleniak—(602) 894-7000.

**Industrial Recreation Council of Southern Arizona/Tucson, Arizona.** Meets the first Tuesday of the month. Contact Neil Smith—(602) 626-6292.

**Industrial Recreation Directors Association of New York/New York, New York.** Meets the last Thursday of each month. Contact Gloria Roque—(212) 887-6043.

**League of Federal Recreation Associations/**Washington, D.C. Meets the third Thursday of the month, excluding July and August. Contact Clayton Cochran—(202) 233-3113.

**Massachusetts Association for Recreation and Employee Services/Boston, Massachusetts.** Meets the first Wednesday of the month, September through June. Contact Joanne Haynie—(617) 391-2421.

**Metro Employees Recreation Chapter/Houston, Texas.** Meets the third Wednesday of the month. Contact Dan Bush—(713) 880-6627.

**Metroplex Regional Council of Dallas-Ft. Worth/Dallas and Ft. Worth, Texas.** Meets the third Tuesday of each month except December. Contact Bob Brown—(214) 457-5997.

**Michigan Employee Services and Recreation Association/Detroit, Michigan.** Meets the second Wednesday of the month. Contact Gary Roehl (313) 496-5773.

**Minnesota Employee Recreation and Services Council/St. Paul, Minnesota.** Meets the third Thursday of the month. Contact John Niehaus—(612) 456-2842 or Sue Shepherd—(612) 729-6097.

**Nashville Area Employee Services and Recreation Association/Nashville, Tennessee.** Contact: Bebe Holland—(615) 361-2475.

**Northern Indiana Employee Services and Recreation/Warsaw, Indiana.** Contact Betty Atchison—(219) 267-9389.

**Oakland Industrial Recreation Association/**Oakland, California. Meets the first Tuesday of the month, except January and July. Contact Charlene Buchanan—(415) 273-3791.

**Philadelphia Association for Employee Recreation & Services/Philadelphia, Pennsylvania.** Meets the second Wednesday of each month. Contact James Alexander—(609) 547-8284.

**Rochester Area Recreation and Employee Services Association/Rochester, New York.** Meets the last Thursday of the month. Contact Ann Derhammer—(716) 288-2580.

**San Antonio Corporate Recreation Association/San Antonio, Texas.** Meets the first Wednesday of the month. Contact Ralph Puente or Debra Morales—(512) 227-3162.

**San Diego Industrial Recreation Council/San Diego, California.** Meets the second Thursday of the month. Contact Tom Abbas—(619) 543-1296.

**Seattle Employee Services and Recreation Association/Seattle, Washington.** Meets the last Wednesday of the month. Contact Arnie Rinta—(206) 655-1941.

**Toledo Industrial Recreation and Employee Services Council/Toledo, Ohio.** Meets the last Tuesday of the month, excluding December. Contact Jackie Sauve—(419) 255-7027.

**Tri-County Industrial Recreation Council/Santa Clara, California.** Meets the first Wednesday of the month. Contact Virginia Kiepart—(408) 742-5758.

**Warren and Youngstown Employee Services/**Warren, Ohio. Meets the fourth Wednesday of each month. Contact Gary Holby—(216) 783-2860.

**Washington Area Recreation and Employee Services Council/Washington, D.C.** Meets the third Thursday of the month. Contact Peter De Franco—(703) 777-8000.

## CONFERENCES & EXHIBITS

**The 1987 NESRA Conference and Exhibit** will be held May 13-17 at the Hyatt Regency in Minneapolis, Minnesota. For more information, contact NESRA headquarters—(312) 562-8130.

**September 23-27, 1987. NESRA Region VII Conference and Exhibit.** Westin Hotel, Seattle, Washington. Contact Darrell Gosh—(206) 464-2385.

**October 15-17, 1987. NESRA Region I Conference and Exhibit.** Stouffer's Hotel, Rochester, New York. Contact Scott Baker—(716) 422-2101.

**October 29-31, 1987. NESRA Region VI Conference and Exhibit.** La Mansion Del Rio, San Antonio, Texas. Contact Tamra Torres—(214) 462-4265.



# NESRA PUBLICATIONS

## Program Growth Idea Folder

Provides ideas and tips which will help perpetuate your program and allow it to grow in today's uncertain business environment. Includes information on establishing a separately-chartered employee club; a number of revenue producing programs such as equipment rental, wearables programs, paper recycling; and much more.

Member Price—\$10.00  
Non-Member Price—\$20.00

## The Traveler's Fitness/Health Directory

Now when you travel, you and your employees don't have to leave your fitness program behind. This handy 112-page pocket-sized guide lists hotels with fitness facilities in 35 major U.S. cities as well as local running areas, the anti-jet lag diet, a directory of airlines which offer special dietary menus, and much more.

Price—~~\$6.00~~ Now \$3.00

## Motorola's Recreational Manual

A comprehensive, 240-page volume particularly helpful to those needing assistance in administering employee recreation programs. Covers a wide range of employee services and activities with sections on safety, insurance, financing, recognition, banquets and the planning of on- and off-site employee activities.

Member Price—\$35.00  
Non-Member Price—\$40.00

## An Introduction to Industrial Recreation: Employee Services and Activities

This textbook is an invaluable resource for the student, new practitioner and veteran administrator. Covers economic and ethical background, practical program implementation guidelines, and the place of the professional recreation director in business, industry and government. Hard cover. 236 pages.

Price—\$25.00

## Fitness Training for Improved Opportunity and Job Performance/Firming Up the Firm

Essential information for employee services managers who need to show top management how fitness affects the "bottom line." Conducted by the University of Tulsa, the findings of this nationwide survey indicate that employee fitness improves the quality of work and job safety. A 70-page workbook is also included which provides instruction for a 30-minutes-a-day, 6-day-a-week guide to overall physical fitness.

Member Price—\$20.00  
Non-Member Price—\$40.00

## Principles of Association Management

A basic guide for the recreation association administrator. Includes sections on motivating members and employees, marketing and promotional activities, and income and financial management. Published cooperatively by the American Society of Association Executives and the Chamber of Commerce of the United States. 437 pages.

Member Price—\$21.00  
Non-Member Price—\$26.00

## Standard Sports Areas

A must for companies considering building sports facilities. This 64-page manual offers official dimensions and specifications for more than 70 sports areas including softball diamonds, volleyball, basketball and tennis courts, swimming pools and sports arenas.

Member Price—\$7.00  
Non-Member Price—\$10.00

## Employee Services Management Magazine

Monthly professional journal for employee services and recreation directors, leaders and program coordinators. The only publication in its field. (Subscription included with NESRA membership.)

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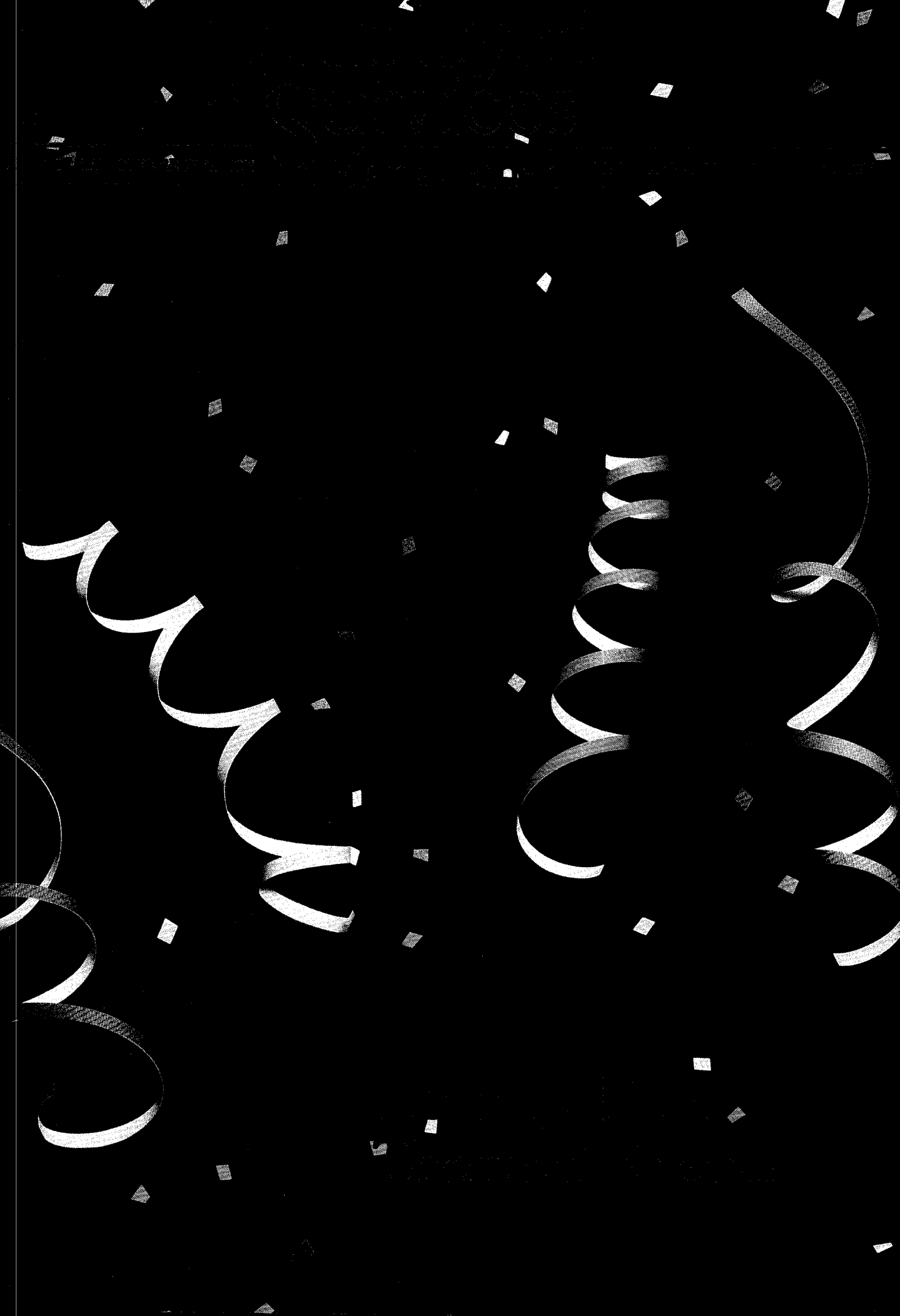
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# NESRA

## *Services and Activities*

### **Purpose**

The National Employee Services and Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of employee services and recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' programs, to form new programs and to keep members abreast of all developments in the field.

### **Services and Activities**

**EMPLOYEE SERVICES MANAGEMENT**—Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make employee services and recreation programs more successful.

**Periodicals**—In addition to *EMPLOYEE SERVICES MANAGEMENT*, *Keynotes*, a newsletter of program ideas, is published for members.

**Consultation Service**—NESRA consultants, staff, past presidents and Association members are available for consultation or speaking engagements.

**National and Regional Con-tests**—Five are conducted annually to stimulate participation in the employee programs. The amateur events are primarily postal and can be conducted at the member location or nearby.

**Membership Directory**—A complete listing of the NESRA membership published annually includes telephone numbers and addresses.



**Awards**—Given annually for outstanding member leadership and achievement in areas of employee services and recreation administration and programming; for outstanding overall programs and for specific activities. NESRA also presents special top management honors.

**Conferences & Workshops**—NESRA's Annual International Conference and Exhibit, open to all NESRA members, is where educational sessions and seminars are conducted. Regional conferences and exhibits are also conducted for educational purposes near a member's location.

**Certification Program**—NESRA certifies employee services and recreation administrators and leaders after they successfully complete the Certified Employee Services & Recreation Administrator/Leader requirements.

**Employment Services**—Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and search service offers referral of candidates for recreational positions.

**Intern Program**—Upper level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or part-time basis.

**Research Foundation, Reports**—NESRA and the NESRA Education and Research Foundation develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted cover all phases of employee recreational activities. The studies enable members to evaluate their programs and to keep informed of trends.

### **Types of Membership**

**General**—Available to persons representing business and governmental organizations that are responsibly engaged in the field of employee services and recreation, personnel, human resources, employee relations, employee fitness and health and leaders of employee services/recreation associations.

**Associate**—Available to companies, trade associations and other business organizations and enterprises, dealing in products and/or services, which wish to establish a relationship with the Association and its members, for mutual benefit, or to contribute to the development and enhancement of employee services/recreation projects or programs.

**Chapter**—Available to any Chapter and its membership based upon 100% affiliation.

**Academic**—Available to institutions with schools of business, recreation, leisure studies and physical education interested in the field of employee services and recreation.

**Student**—Available to individuals attending a college or university who are interested in the field of employee services and recreation.

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**Because employees  
are a company's  
most valuable asset.**

For nearly half a century, the National Employee Services and Recreation Association has been preaching that employee services, recreation and fitness programs make good business sense. That a work environment which satisfies its users' physical and psychological needs is conducive to greater productivity. That happy and healthy employees result in reduced absenteeism and turnover, and higher work-force morale. That the time for a humanized workplace is now.

Nearly 3,500 companies throughout the United States, Canada and Mexico now call themselves NESRA members and practice what we preach. Through such human resources tools as employee assistance, fitness, sports, travel, education, pre-retirement planning and discount programs, they have realized the corporate benefits of employer-sponsored, non-negotiated benefits.

To tap into NESRA's information network, its publications, conferences, program consultation, awards, tournaments and ready-made discount programs, contact NESRA at 2400 S. Downing, Westchester, IL 60153, 312/562-8130 and join the rest of today's progressive companies who benefit from practicing what we preach and teach.

**SEE YOU**  
**at the NESRA Conference**  
**and Exhibit**  
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# EMPLOYEE SERVICES MANAGEMENT

Volume 30 • No. 3

## In this issue . . .

Whether you are responsible for planning in-house events for employees—such as corporate picnics and awards dinners—or are a planner for sales meetings, ice-breakers and breakout sessions, a themed event will send you to the top! Turn to this month's cover story to find out "How to Plan a Themed Event."

Employee services and recreation managers often place themselves in situations where they walk a fine line between right and wrong. For assistance in this dilemma, read "Ethics: Making the Right Decisions."

What impact would student interns have on your programs? How do you choose interns and what responsibilities should they be given? How can you obtain their services, and what do they expect in return? Find the answers by turning to "That Wonderful Resource—The Intern."

Once considered the exclusive property of artists and scientists, creativity is becoming a hot commodity in business and industrial circles as well. To learn how to develop your creative potential, read "Cultivating Creativity."

The landmark U.S. Supreme Court decision covering leave/reinstatement of pregnant workers has given new impetus to the pregnancy leave issue. Read this month's legal column, "States Requiring Employers to Grant Pregnancy Leave," to find out the possible ripple effect. Also in this issue, take a look at what the 46th Annual Conference will offer attendees in need of wellness program ideas. Turn to this month's Fitness/Health Bulletin, "The 46th Annual Conference: Wellness at a Glance."

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EDITOR  
Pamela A. Tober

PRODUCTION  
Stan Misunas

CIRCULATION  
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### ADVERTISING SALES OFFICES

Charles Bashian  
1501 Euclid Ave., #736  
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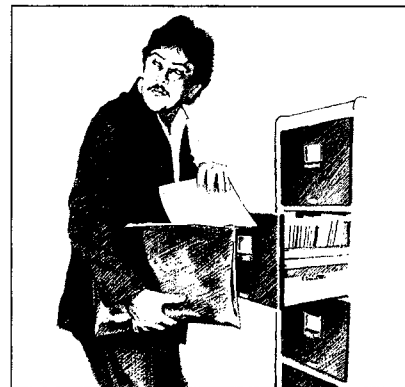
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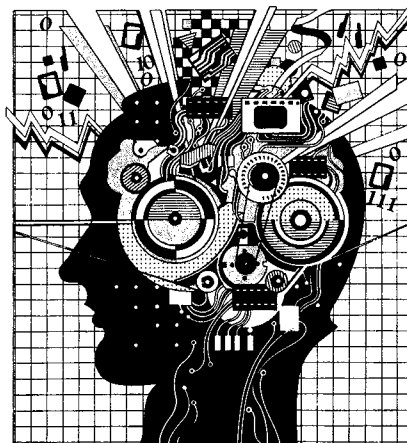


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# April 1987

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Journal of the National Employee Services and Recreation Association, a nonprofit organization with international membership, dedicated to the principle that employee services recreation and fitness programs are essential to effective human resources management.



### Work and Leisure: How People Like to Spend their Time

When F. Thomas Juster studied American households to find "how people spend their time and the intrinsic reward they get from a variety of activities," he was surprised to find that working is among the things people do from which they derive the most satisfaction; 1,500 people ranked work over most leisure pursuits, the *Chicago Tribune* reports.

Although it is "fairly traditional" for people to prefer leisure activities to work, "intrinsic" satisfactions had not been studied in relation to work. Juster's study concludes that work offers more than one reward.

The study, measured on a 10-point scale with 10 equaling the most enjoyment and zero the least enjoyment, showed that the most popular activity is child care (8.76). Socializing is rated

second (8.38) and job is ranked third (7.95). Job outranks reading (7.50), sports (6.56), spectator events (6.55), crafts (6.53), television (6.24), cooking (6.16), repairs (5.19), organizations (4.83), shopping (4.61) and cleaning (4.36), the study indicated.

According to Juster, work is considered fun and is highly ranked because of the socially active environment. "Most people said they get a lot of satisfaction from the nature of the job. The characteristics of the job ranked very high, and it's higher for jobs that are challenging."

### Day-Care Industry Plagued by Low Pay, High Turnover

The demand for child care has never been greater; however, low wages are damaging both the quantity and quality of child care, according to the *Wall Street Journal*.

Although the National Association for the Education of Young Children estimates that the number of day-care centers increased 77 percent between 1977 and 1986, they also report that the annual pay of full-time day-care center teachers and other full-time workers averages about \$9,000.

In addition, less than one in five of all child-care workers has a retirement plan and only about half receive health benefits. Consequently, the industry has the highest annual turnover rate of any occupation.

How are the children receiving care affected by high turnover? According to Carolee Howes, a professor of child development, children between 18 months and three years whose day-care providers changed several times show less confidence and less self control than peers in static environments.

Day care operators are trying to raise salaries, benefits and, of course, rates,



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but there is no way to gauge the acceptance of those rates. In Massachusetts, a union-based law took effect last year, granting workers a 30 percent pay increase at 300 state-funded centers, partly at the taxpayers' expense.

Child-care workers are forming alliances in hopes of getting state and federal help, but the problem is still quite serious.

## Living With the Amendment to the Age Discrimination Act

Now that the amendment to the Age Discrimination in Employment Act (ADEA) is law, employers are concerned that they will have less power to determine the composition of their workforces, according to the January 1987 issue of *Personnel Administrator*.

Employers fear that any decision to discharge an older worker will be a

"messy business" and that discrimination suits will become more prevalent. They also believe that it will be difficult to plan pension costs and engage in any long-term labor relations strategies.

In addition, employers fear that an increasing older workforce will not only create morale problems for younger workers but also make it harder to make room at the top for talented young workers.

These fears can be put to rest by using creative management techniques and careful planning—and by taking a look at what is actually happening. According to statistics, the current average age of retirement is 63 and has been falling for the past 25 years. Also there has been a substantial increase in the number of lawsuits since 1978 when ADEA raised the retirement cap from 65 to 70. Even in the 17 states that prohibited retirement caps independent

of the federal law, there is no evidence of an increase in age discrimination lawsuits. In addition, early retirement is still quite popular.

It is still lawful for managers to encourage early retirement. Management can provide incentives such as maintaining an employee on a consulting basis, generous severance policies, health-care benefits which continue beyond retirement, pension benefits vesting early or more fully and outplacement services.

The key to successfully dealing with the new law is obtaining true voluntariness combined with a valid release which will prevent the retiree from returning and suing under ADEA.

To eliminate any age discrimination motives when a company must lay off a certain percentage of people, some companies have done so on the basis of merit rather than seniority. A system of peer review, in which employees

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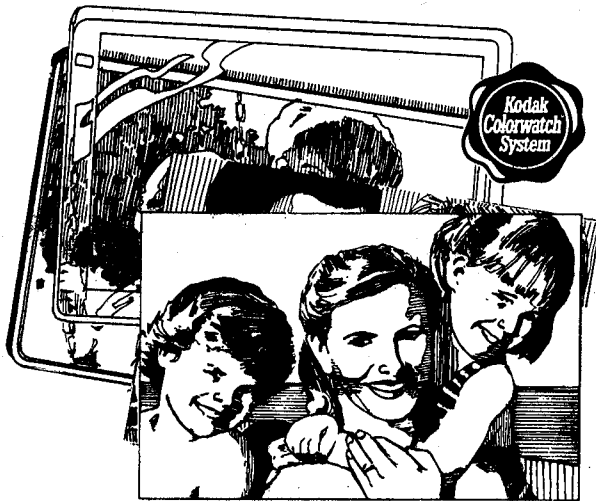
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## NEWS IN BRIEF

rate each other, is part of the process.

As long as employment decisions are made on the basis of merit, employers can still fire unproductive workers despite age and can work with the new laws to create a more successful working environment.

### Novel Health Tests Popular But Risky

Vendors of fitness and health tests are doing a booming business by providing services as diverse as hair analysis and stress tests, according to the *Wall Street Journal*.

These tests are under growing fire from physicians, regulators and insurers, who claim they are often unnecessary. The procedures may be part of a pitch for expensive nutrition supplements or used as marketing tools to attract customers.

These testing labs currently perform approximately 35 percent of the health testing in the United States and are multiplying too fast to be properly inspected. Doctors protest that the medical technicians and physiologists who often administer the tests aren't qualified to evaluate the results.

One example of this occurred in New York, where a testing clinic doing mail-order blood tests couldn't tell the difference between samples of cow and human blood. The clinic's results indicated that the patient was allergic to 22 substances, including cow's milk and cottage cheese.

Other clinics are operating in many states despite the Federal Trade Commission's opinion that such tests "are grossly inaccurate and therefore worthless to consumers."

Many people turn to these clinics because they feel their doctors don't spend enough time listening and explaining. This dissatisfaction is a breeding ground for practitioners who "seem to do more" than listen impatiently and prescribe aspirin, according to Mary Ann Gardineer, laboratory administrator for the New York Department of Health.

Other people turning to testing clinics are those who are naive or too eager

## NEWS IN BRIEF

to get into shape to complain about questionable tests. "The people who get taken are the same ones eating fiber and reading health magazines," Gardineer said.

### Travel Industry Review and Predictions

Nearly 500 representatives of all segments of the travel industry nationwide gathered to review the status of the industry in 1986 and forecast trends for 1987. The January/February, 1987 issue of *Tennessee Tourism News* reported the following:

- A greater percentage of disposable income will be used for non-essentials such as travel.
- During 1986, the number of person-trips (one person traveling 100 miles or more for business or pleasure) is up 2 percent over 1985, but the average trip duration has decreased from 5.9 to 5.3 nights.
- Vacation travel declined 2 percent in the first half of the year, while weekend travel increased 3 percent, accounting for the decline in average trip duration. Unlike pleasure travel, the average duration of business trips is expanding as travelers increasingly extend business trips for pleasure purposes.
- Consolidation of airlines will continue. Five airlines currently account for 70 percent of U.S. flights. However, capacity will also continue to increase, keeping prices down. While discount fares will still be available, they will be more restrictive and non-refundable.
- The opportunity for hotels is with the discretionary traveler rather than the business traveler. The major target market for hotels will be the 25-44 year-old age group, especially families taking weekend trips. Along with air carriers, hotels will begin substituting quality of service for discounts to attract travelers.
- The 28 major U.S. theme parks entertained 58 million visitors in

1985 and expect a 3-5 percent increase this year. Packages and products will be directed to individual markets as parks become more sophisticated in market segmentation.

- Outbound travel from the United States is up 2 percent to a record high of 29 million departures. The Exposition in Vancouver resulted in a 17 percent increase in travel to Canada, the highest growth since 1967. Concern for personal safety caused a decline of 10 percent in U.S. travel to Mexico and overseas, with travel to Europe off 25 percent.

### The Service Sector's Productivity Problem

Although the service sector is growing strong, the growth in service-sector productivity has been "zilch," according to Federal Reserve Chairman Paul Volcker.

The *Wall Street Journal* reports new government figures which show that output per hour worked plummeted at an annual rate of 2 percent in the fourth quarter of 1986.

Because service industries include everything from software development to business consulting and from insurance to telecommunications—and due to the purchase of as much as 80 percent of the nation's high-tech equipment by the service sector—analysts expected a huge surge in productivity. But current figures indicate that there has been no growth since the start of 1980.


Presently, the United States is in the lead internationally in terms of service industry efficiency, but the "sluggish growth in productivity may be dissipating America's absolute lead. For example, between 1970 and 1980, service productivity grew four times faster in Japan than in the United States and Japanese companies seem to be excelling in financial services, an area where international competition is rapidly expanding."

The answer isn't clear as to why pro-



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ductivity growth is so poor, but economists believe that service industries haven't learned to make the best use of their computers, and the influx of less-experienced workers has taken a toll.

Deputy Treasury Secretary Richard Darman protests that weaknesses in service industry management and efficiency are self-evident, and a recent Harvard Business Review article reported that "it will take hard and dedicated work not to dissipate our broad-based lead in services, as we did in manufacturing. . . The cost of losing this battle is unacceptably high."

## Fish Oil Supplements Need More Testing

Fish oil food supplements will be scrutinized in a five-year study by Stanford University researchers who say the

recently touted product may be "too good to be true" in helping to prevent heart attacks.

The promising fish oil, packaged recently in capsule form, has been advertised heavily in recent months with ads based on studies which show that Eskimos, who eat large quantities of cold water fish, tend to avoid heart attacks.

"OMEGA-3 fish oil may offer great promise in reducing cardiac risk and may even have benefits unrelated to heart disease," said Dr. D. Craig Miller, associate professor of cardiovascular surgery. "But the bottom line is that no one really knows for sure."

Preliminary pilot results in animal experiments at Stanford already have shown that EPA, a key ingredient in OMEGA-3, has retarded hardening of the arteries in vein grafts. The studies involved the type of accelerated hardening of the arteries that occurs when

a vein is grafted from one place in the body to another, such as in bypass surgery.

"A serious concern is that some of the recent claims, particularly from companies promoting products containing the oil, have been fantastic and need to be scrutinized. That's one reason why we're undertaking this multidisciplinary study to take a closer look," Miller said.

## Executives Seek Self-Help Training

Dozens of major corporations, from Citibank to General Motors, are footing the bill for employees to undergo human-potential training, according to the February 9, 1987, issue of *U.S. News & World Report*.

Human-potential groups are growing at a fast pace. The group sessions

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are often emotionally charged and include confessions, role-playing and confrontations. Most programs stress individual creative potential and personal responsibility.

One executive who joined Lifespring, a self-help group, improved her teamwork, sales and ability to commit to what she wanted to accomplish. Three days of discussions in a General Foods productivity task force helped members discover their own self-defeating attitudes. "We probably quadrupled our efforts and benefits to the company," said Paul Puleo, who is in charge of the task force.


The vice president of Sprague Electric gives part of the credit to a self-help firm for the tripling of semiconductor sales. The firm urged managers to "close your eyes and imagine the company the way you want it to be."

Although some critics say these trainings challenge and destroy some people's coping mechanisms and that psychotic breakdowns and even suicides have been alleged in lawsuits, companies may continue to look into self-help courses because "it's clear that the old ways of doing business aren't working," according to Harrison Owen, a consultant in Potomac, Maryland.

### Travel Disorder: Motion Sickness

The feeling of nausea while riding in a car, airplane or boat can be more than uncomfortable. Motion sickness can incapacitate some people for days, according to *U.S. News & World Report*.

The American Academy of Otolaryngology offers the following tips:

- Always ride where your eyes will see the same motion felt by your body and inner ears.
- Sit in the front car seat, on the ship's deck or by the plane's window and look toward the horizon, where motion seems least noticeable. In a plane, choose a seat over the wings.
- Don't read while traveling, and don't sit facing backward. 

This space contributed as a public service.

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# HOW TO PLAN A THEMED EVENT

by Jennifer Davis

**W**hether you are responsible for planning in-house events for employees—such as corporate picnics and/or awards dinners—or are a planner for sales meetings, ice-breakers and breakout sessions, a themed event will send you to the top!

Over the past couple of decades, corporate themed events have increased immensely. Just open the yellow pages; the once handful of outside special-event planners has developed into three full pages!

Why have themed events become so popular? And, more importantly, how does one go about planning one? Any person who has organized an event is readily aware of the cost involved. Cost is defined not only in a monetary sense but also by the amount of time needed to orchestrate an event. The dollars add up quickly, so let's first take a look at the benefits gained by adding a theme to any event.

Since the time, effort and money are being expended to plan and execute an event, wouldn't it be a shame if in nine months you overheard several employees trying to recall the last company party or company picnic . . . and couldn't! By adding a theme to any event, the company is expressing desire to make its events stand out from any others. Themed events create long-term recognition. They show that the company cares and is actively pursuing involvement of everyone in attendance. The company is taking that extra step to make the guest feel like a king or queen for the day!

The goodwill generated is also a great motivator for employees. If you expect your employees to give you 100 percent, why not give them 100 percent too! Camaraderie also increases with a

themed event. The atmosphere is different; therefore, so are attitudes. A common bond is developed. One employee who never could quite relate to his peers now shares something to talk and laugh about.

The first objectives that need to be planned are the 5 W's learned in early childhood—Who, What, Where, When and Why. This may sound easier than it sometimes is.

**Who:** Determine exactly who this party is for (employees; employees and guests; employees and immediate family . . . what about grandchildren?). Be careful not to make any exceptions.

**What:** Is your company hosting a theme party with dinner? Will the beverages be included? Will there be alcohol? Will there be dancing or other entertainment? Let your guests know what will be happening so they do not find themselves in an embarrassing situation.

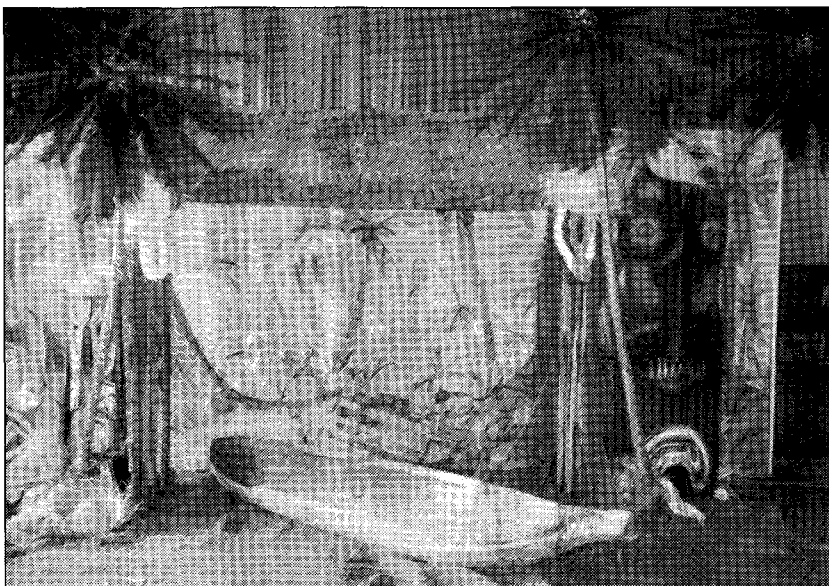
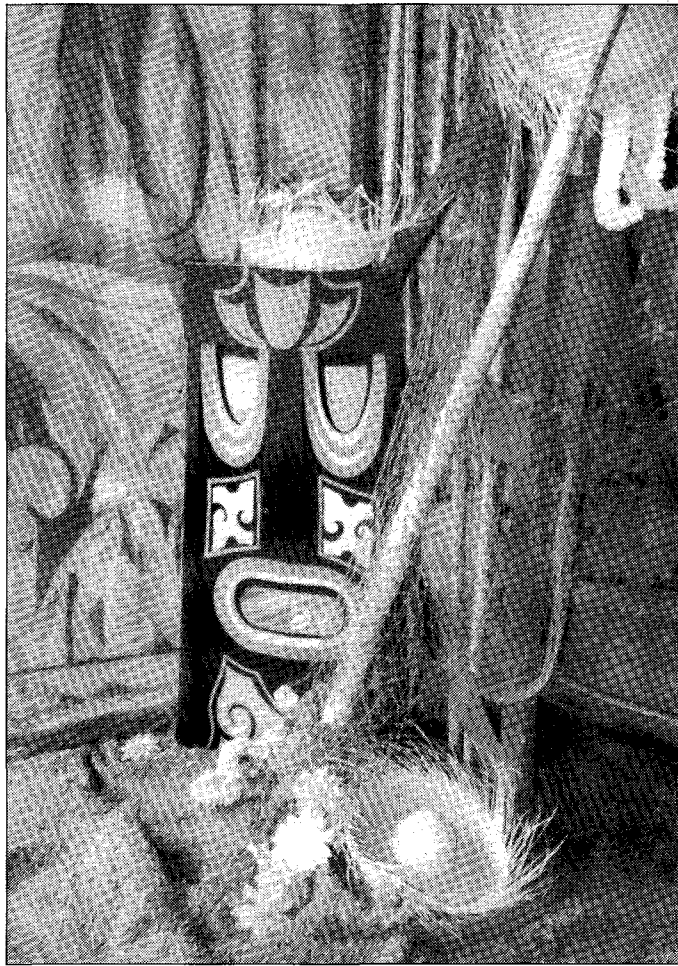
**Where:** If having the event off premises, be sure to include directions. Is there ample parking? Do your guests need to pay for parking? Is the neighborhood safe—can women walk to and from their cars safely?

**When:** Of course, you need to specify dates and times, especially if a meal is involved. Is there a rain date? Include phone numbers of location.

**Why:** You need to determine the purpose of the event. Is this a traditional holiday theme party, retirement dinner or picnic? Why are you having this party—for employee involvement or to boost morale?

As mentioned, sometimes these objectives are harder to finalize than meets the eye. At this point, some assistance in choosing a theme may be preferable.

Although numerous companies use



*Complete with props and backdrop, this tropical scene is one of many Meetinghouse themed displays.*

in-house employees to plan theme events, there are several outside services available. When turning to an outside service, be sure to research: Check credentials, ask for references, be sure you are not simply dealing with a middleman who in turn will mark everything up before passing the final bill over to you.

If you are using an outside service, the best way to plan a company function is to discuss theme ideas with the party-planner, give your budget limitations and look into the possibilities of having a customized theme.

If you are trying to keep costs minimal, remember it may be more economical to have a scenery backdrop instead of props. Also, drapes are fairly inexpensive items to use.

After the theme has been chosen, how should it be incorporated? When planning a theme party, the main point to remember is continuity. Carry the theme throughout the entire event starting with the event notifications (whether they be custom invitations or interdepartmental memos) and including all food, entertainment and give-aways.

Sensory stimulation is the next basic element in planning a successful theme party. Plan to engulf all five senses with every detail of the selected theme:

**Sight:** Visually establish your theme using props, decorations, costumes, tents . . . whatever it takes.

**Sound:** Music, animal noises, laughter, applause, chatter . . . any sounds that relate to your theme will enhance the overall impact.

**Touch:** Have games, animals, food and other tangible items that directly correlate with your theme.

**Taste:** Any food served, whether it be appetizers, a main course or dessert, should be directly associated with the theme.

**Smell:** The aroma throughout a party will also add another dimension for your guests. The various smell of foods, flowers, etc., all blend together to accent the theme.

A successful theme party will keep all five senses entertained and dazzled. Usually, various elements of your event will overlap senses—food will not only taste good but hopefully smell good.

The easiest way to demonstrate how to successfully plan an event is to actually plan one! To exemplify this, let's plan "A Night in the Caribbean." First, establish the five objectives:

**Who:** All employees presently employed and their immediate families, no exceptions.

**What:** An evening party—"A Night in the Caribbean."

**Where:** Company warehouse.

**When:** Saturday—date, times.

**Why:** To stimulate fun and a relaxed atmosphere for all employees to interface on "same level," boost morale and camaraderie.

Now that our five basic objectives are established, let's incorporate the five senses. It's really not hard to do, just remember your theme, "A Night in the Caribbean."

**Sight:** To visually establish our theme, all memos, posters, and other announcements will have a picture of three large palm trees surrounded with sand and sea. Upon arrival at the party, the picture will come to life. The first thing that will be seen in the warehouse is a South Seas island backdrop with three palm trees and an outrigger canoe. Flowers and a colorful table of food will also catch the eyes of your guests.

**Sound:** A reggae band will be centered on stage. The music will remind people of a tropical island paradise. Live tropical birds will be sitting on perches suspended from the ceiling throughout the room. Not only will the music and bird sounds enhance the atmosphere, but the chatter and laughter will also incorporate the necessary sounds for success.

**Touch:** The opportunity for tactile activity will be limitless, with limbo and dancing contests. Various palm tree clusters will be complete with real sand. Why not have a sand castle contest? Upon arrival, a tropical flower such as Bird of Paradise can be handed to each guest.

**Smell:** The elements of taste and touch will be accompanied by the pleasant aromas of roasted pig and mesquite-grilled fish. Also, the odor of fresh flowers will enhance the tropical atmosphere.

**Taste:** Your guests' taste buds will

be stimulated with an array of fresh fruits and vegetables, authentic Polynesian dishes such as poi and mahi-mahi combined with barbecued ribs and roasted pig. Also, a variety of both alcoholic and nonalcoholic tropical drinks could be served.

If your theme is planned with the five senses in mind, your guests will depart from the party feeling as if they have just spent an evening on a tropical island.


When planning any event, safety should be a high priority. The following is a list of items that may be on your safety checklist:

- When using outside planners providing equipment, make sure they give you a certificate of insurance.
- Make sure your activities adhere to company rules, state and city laws, and local fire code regulations.
- Use red tape to set off any wires that could cause a fall.
- Highlight dangerous steps with white tape.
- Assign one or two people to pick up trash and mop up spills throughout the party.
- When working with live animals, make sure there is a trainer or some kind of constant supervision. (An-

imals should be fenced in.)

- Be aware of loud music that may spook animals.
- Check footing surface for animals (horse hooves on concrete can be a disaster).
- Check the parking lot for potholes.
- Make sure seating is safe (no slivers in chairs).
- When using balloons or parachutes, make sure there is sufficient space. (Check legal/zoning restrictions.)
- Tape down any loose carpeting.

In addition to your safety checklist, whether planning yourself (in-house) or using an outside source, be sure to check your company liability insurance, toilet facilities, first aid availability, supervision security, amount of shaded area for outdoor events and clean-up arrangements.

If an event is well planned, adding a theme will not drastically increase cost; it will, however, increase the value of your event to all in attendance. Be consistent, and happy planning! 

*Jennifer Davis is Director of Sales at The Meetinghouse Inc., Oak Park, Illinois. The company provides all elements needed to plan and execute corporate theme parties.*

## Theme Party Ideas

*Provided by Meetinghouse*

A Day at the Zoo  
All American Picnic  
Arabian Knights  
Bavarian Village  
Beach Party  
Camelot  
Carnival  
Corporate Birthdays  
Cruise Ship  
1950s  
Futuristic (Space)  
Halloween  
Hollywood/Premier  
Horse Racing  
International  
Knights of the Round Table

Let's Go Europe  
Medieval  
New England Clam Bake  
New Orleans  
Oktoberfest  
Roaring 20s  
Safari  
Shipwreck  
South Seas  
Train  
Toga  
Tropical  
Under the Big Top  
Western  
Winter Wonderland  
Wizard of Oz



# What Is An Intern?

■ Between the innocence of a student and the dignity of a professional, we find a unique creature called an intern. Interns come in assorted heights, weights, hair coloring, and intelligence levels, but all interns have the same creed—to strive to do the best job possible, giving 100 percent of the time.

Interns are found everywhere—in the office, on the road, in the gym, in the park, in the hospital, and hopefully never in trouble. You may see them running around the office, photocopying important information, writing up reports, leading activities, running errands, working on projects, making suggestions and accepting criticism, answering telephones, asking questions, answering questions, attending meetings, coordinating events, volunteering, working overtime, and always hustling.

An intern is courage on the first day of fieldwork, hope in a thought-out question or sugges-

tion, loyalty with a smile, pride in a completed assignment or project, and the best example of a student blossoming into a professional.

An intern loves an experience away from home, an agency that provides a challenge, staff that do not mind answering a zillion different questions, an apartment to come home to, and a roommate who is always there when needed. The intern, however, is not much for the raining-out of planned programs, chasing roaches around the apartment, the end of the internship, and the goodbyes that have to be said when the time comes to leave.

No one else so looks forward to June and so dreads the end of August. An intern is a marvelous creature—you can criticize but you cannot discourage one, and you can make one see reality and practicality but you can never take away one's ideals. The intern is not judged by race, religion, social standing or finances, but by the democratic yardstick of how well he communicates, completes assignments, contributes, receives experience, and works cooperatively.

To the intern's fellow students, he is a hard worker always in the right place, unselfish, always trying to improve, generous, determined, and understands the meaning of work.

To the intern's supervisor, he is a fine clay to be molded—an individual to be guided, a perfectionist to be encouraged, a temperament to be channeled, a body to be cared for, a student

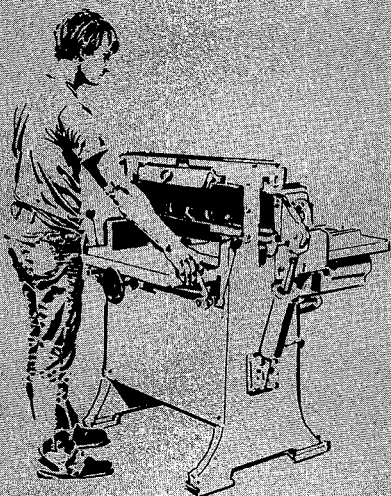


to be taught, and a dream coming true.

To himself, the intern is never good enough, would be nothing if not for the efforts of staff and supervisors, aware that he is an example to others, and often the reason for problems and failures, but seldom the reason for success.

The intern is a wonderful being. You may dislike him personally, but you have to admire his performance. You may doubt his capabilities, but never his courage. You may question his efficiency, but never his efforts.

The intern is a hard-working, untiring individual doing the best he can for the agency or school. And when that internship comes to an end and that individual says a sad "goodbye," and questions in his mind whether or not he was able to make a contribution, his spirits seem lifted and a smile can be seen when a little pat on the back and a sincerely spoken "thanks" are given.—*Provided by an intern at Johnson Wax, Racine, Wisconsin.*





# That Wonderful Resource— The Intern

by Tamra Torres, CESRA

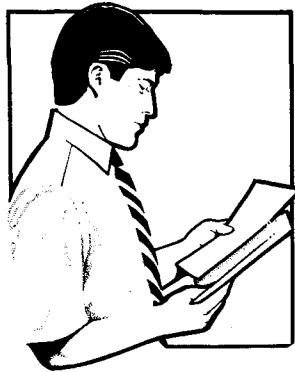
**S**tudent teachers and interns in the medical profession are both provided with experience in their respective professions. What many people don't know is that this same training ground exists within our own profession. Recreation and fitness students from across the country send countless resumes and applications to companies in search of a training ground in corporate fitness and/or recreation.

What impact would student interns have on your programs? How can you obtain their services, and what do they expect in return? The intent of this article is to answer these and other questions.

**What is a student intern?** I've never seen a better definition than the one accompanying this article. Written by a former intern at Johnson Wax, it gives the student's view of what internship is all about.

But, in my experience, an intern is much more. "Willing" and "able" are two words that describe the number of students I've seen pass through our program. *Willing* to take on any challenge, help in any capacity needed and learn from the staff and supervisors. *Able* to take their classroom experience into the workplace and generate new and exciting ideas to enhance your program.

**Where can you find an intern?** The first place to start is any local college or university with a curriculum in recreation or fitness/exercise physiology. Contact the department to find out if the school requires students to have



"hands on" experience as part of its degree plan. NESRA has a list of academic members who have established internship programs required for graduation. Often the university or college has a formal packet of information available regarding responsibilities of the student and employing agency. Contact Ken Cammarata at NESRA headquarters for further information.

## **What intern is right for your needs?**

If you are selecting from a number of interns, how do you choose one that best suits your needs? The ideal situation allows you to meet each applicant and have time for a personal interview. This will give you the best opportunity to judge professional appearance and enthusiasm for the internship experience and to discuss the alignment of the students' goals with tasks and projects available in your program.

If your potential interns are from across the nation, interviewing is probably out of the question. You'll have to rely on their submitted resumes and letters. Remember that advisors and professors can be contacted for references. You may also require a formal

application addressing specific goals and objectives. Again, this will help in the selection of the student who best meets the needs of your program.

**What is expected of an intern?** The principles or codes underlying the responsibilities of interns are no different from those that might be established in a family, social association, or among friends and neighbors. Yet, they often bear repeating.

**Attitude:** Interns are expected to take to the job an attitude of open-mindedness. They must be willing to be trained and welcome supervision. They accept rules and do not criticize what they do not understand.

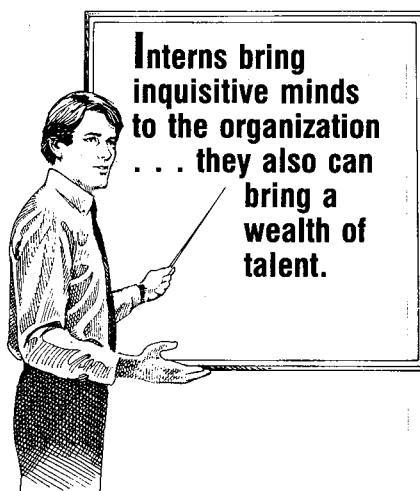
**Dependability:** The intern is expected to be dependable, since this is essential if he/she is to be of real service to the organization. If the intern cannot report on time, it is his/her responsibility to notify the supervisors.

**Communication:** The intern is expected to ask questions about things he/she does not understand. The intern serves the needs of the agency by providing services and by acting as a vital link between the company and the employees as a friend, supporter and interpreter.

**Responsibility:** Interns assume responsibilities similar to those of a professional and are expected to serve with the same high standards as staff workers. All confidential matters must be kept confidential. Interns are expected to become familiar with their own job assignment and are encouraged to offer suggestions or changes that they may see necessary.

**How much time does the supervision of an intern require?** From my experience, the time commitment entails initial orientation and guidance, completion of job responsibilities, a project outline and timeline, periodic interaction throughout the experience, overseeing of projects and performance evaluation.

If you're organized beforehand and know what you want your intern to be doing, very little time will be needed trying to keep the intern busy and involved. An enthusiastic and knowledgeable intern is able to take a skeleton project and create an organized



and exciting program for your employees. Give them the time and freedom to create the project and, nine times out of ten, they'll go beyond your expectations.

Even after being an intern, I was concerned the first time I was asked to oversee one as to whether or not the time involved would be worth the intern's input into my programs. My supervisor convinced me that indeed, it was. He was right. I also felt that every duty I gave to the intern had to be "meaningful." I learned that to truly prepare them for the real world, I needed to give them a taste of all aspects of

## Internship Survey Results

NESRA headquarters conducted a survey of member companies currently providing internship programs. Of the 114 questionnaires mailed, 51 were returned yielding a 45 percent response rate. The following results are based on the most common answers given.

- Member companies have had internship programs an average of five years.
- When choosing an intern, member companies consider the student's career goals, previous volunteer experience and employment history to be important factors. Other considerations include level of maturity, willingness to learn and how the student presents him/herself.
- The intern's major areas of responsibility (listed in the order most commonly assigned) include: program and activity creation, program promotion, administration of recreation, fitness testing, tournaments, special projects, discount tickets, program supervision, children's activities, office administration and teaching exercise classes. (Responsibilities vary depending upon the type of organization.)
- The minimum length of an internship is eleven weeks.
- Colleges and universities require member companies to:

- A. Supervise, evaluate and train the intern.
- B. Prepare the intern by assigning professional responsibilities and providing a meaningful experience.
- C. Educate students about the role of employee services administration.
- D. Require the intern to complete at least one special project.
- E. Provide college credit and/or payment. (Requirements vary depending upon the college or university.)

- The average intern training period is four weeks.
- 100 percent stated that the time spent with the intern is worth the time saved by having an intern.
- 56 percent provide some form of payment to the intern. Of the 56 percent, 48 percent pay an hourly rate, 33 percent pay a regular salary and 19 percent pay travel expenses, stipend, tuition or grant.
- 22 percent provide some form of housing assistance. Examples include rent-free apartments; list of nearby apartments; complete lodging, three meals per day, telephone, laundry service and on-site rental units.

For more information, contact Ken Cammarata at NESRA headquarters.

the job. This included errands, making copies and other day-to-day administrative tasks. The point is, don't hesitate to assign these tasks; they are a necessary part of training.

If you'd like to talk to other professionals to get their opinions on how much time supervising interns takes, NESRA has a list of members who are currently supporting internship programs.

**How should you compensate an intern?** What can you expect to pay for an intern's time and services? The answers vary from company to company. Often this is a negotiable item with the student. There are many ways to compensate a student for services, including: an hourly wage, provision of housing (payment of rent), payment of tuition and fees, or a monthly stipend. These are just a few of the possibilities. (See survey results.) If you have no budget for an intern, don't despair! There are many students who are willing to work for your program in exchange for the experience they will receive. Many of the existing programs do not provide any compensation for their interns. These programs usually draw from a local or regional group of students.

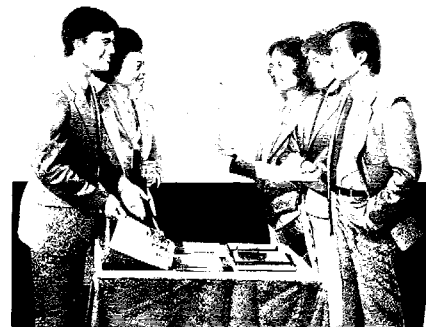
**How do you evaluate an intern?** Each college or university may have a different system for evaluation. The feedback that you will provide through this evaluation is valuable to the students and offers you a method for keeping track of each intern's performance for future reference.

I suggest that you evaluate the student midway through the internship and again at the end of the experience. After the midway evaluation, the student will

have an opportunity to evaluate his/her strengths and weaknesses and correct them as needed for the second half of the internship.

At Texins Association, we also have each intern do a self-evaluation using the same format as the supervisor's evaluation. Students can then compare how they feel about how they are progressing, versus how the supervisor views their progress.

In my experience, interns have provided an invaluable and needed service to the programs and employees at Texas Instruments—taking on time-consuming special projects and assisting with the day-to-day business of the organization. Past intern projects, such as health fairs and company-wide sports competitions, have generated more exposure to our program and have given us the opportunity to follow up on both management and employee requests for



projects not possible with our current staff. I encourage you to investigate this avenue to accomplish some of your programming goals and objectives—you won't be disappointed.

*Tamra Torres, CESRA, NESRA Region VI Senior Director, is Manager of Employee Services, Recreation and Fitness at Texas Instruments Inc., Lewisville, Texas. She began her career as an intern for the Dallas Texins Association in 1982 and has since supervised a number of student interns through the Texins Association in both Dallas and Lewisville.*



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# ETHICS: Making the Right Decisions

by Randy Schools, CESRA

**E**mployee services and recreation managers often place themselves in situations where they walk a fine line between right and wrong. The following article will help you in this dilemma.

Our job, like many, brings to us a number of opportunities; we bring joy to others, we recreate life for our co-workers by showing them their potential for fitness, fellowship, and living in a less stressful manner. We want to open up their lives, give them opportunities, and help them develop into more productive workers and citizens.

In looking for these opportunities, we must determine the best values, the best places to travel, the best equipment to use, and select the best person to make this happen. We are often placed in positions where our decisions are not black or white, but come in many shades of gray. Questions such as when should we take a familiarization trip? Should we use a relative as a contractor? Should we accept a gift, or take a substantial discount? Even the use of sick leave becomes an ethical question when some employees use their leave for pleasure. Given the chance, we try to do the right thing, following our conscience, allowing others in the company to follow us by our example.

What does it mean to be ethical? Many describe ethics as a set of rules of conduct or a "moral code," or as an inquiry about ways of life and rules of conduct. To some it is listening to one's conscience—am I doing the right thing or am I about to commit a wrong? First, what do we mean when we say good or bad; what are the standards for judging things to be good or bad? Words such as moral, right, just and useful represent standards which guide us in our quest for making the right decision at the right time.

Ethical philosophy began in the fifth century B.C., with Socrates being one of the early great thinkers, giving thought to the "art of living" and the "care of the soul." He demanded reasons for rules of conduct, rejecting the self-justifying claim of tradition. He believed that by use of reason, people could arrive at a set of ethical principles that would reconcile self-interest with the common good and would apply to all persons at all times.

History proves that resolution of a moral dilemma is difficult. As an employee services and recreation manager, the answers to our questions do not come easy. Experience shows us that some managers in our field do not enjoy long-term success. Something happens when they disregard what is proper and what is right. They get a momentary glimpse of success, but it quickly dies. Why not build a career based on proper ethics?

The question of familiarization trips

is one that many of us are exposed to—we want to see first-hand what our members will experience. Is the hotel first-rate? Is it in the proper location, or ten to twenty miles from the beach or tourist sites? Are the meals properly priced? The only way to know in many cases is through the familiarization tour. The hotel sales staff want you there; they are proud of their property and their support staff which helps individuals have a pleasing stay.

At times, the familiarization trip is the only way to meet the staff in a relaxed setting, and to begin a trust relationship in which your people will be given the best discounts and the most for their money. These kinds of trips are right when you have the intention of using the facility; they are wrong from the outset if you never intend to book an event at the property.

There should be the possibility, the intention of using the facility. Be honest, and tell the sales staff if you are only mildly interested. It is then their decision. If you talk with sales representatives, they want you to be up-front. They still may invite you and if they do, you should feel no qualms about accepting the offer. However, our lives are busy and many of us do not have the time or inclination to go on what might turn out to be a freeloading trip. Remember to check with your personnel department to find out the company policy regarding familiarization trips.

There are horror stories such as the executive who obtained a commission



on everything his department purchased, including office supplies, printing, tickets, travel—whatever it was, the individual received his share. Other stories include purchasing things for the home with company money, having people from the staff do personal work at home, working with a supplier so that the more that was purchased, the more items procured for the home. The list goes on and on.

You probably have a story you can add to the list. The individual involved normally gets fired, has to enter another line of work and becomes embarrassed in front of his business associates, friends and family. In some cases, retirement benefits are lost and criminal sentences are issued.

In our opinion, the answer to many ethical problems is full disclosure. Let your board of directors, your boss, and his staff know what is about to occur. That way you can maintain your integrity and proceed. We are constantly placed in positions where people are trying to influence us. We need to be aware of this aspect of our job and beware of falling into an unethical trap.

Other areas of ethical concerns include the abuse of company benefits such as sick leave. Loyalty is waning in a growing number of corporations, although the concept is difficult to measure. Many managers and workers who once devoted all their energies to their jobs, are now concluding that such devotion is misplaced. A wave of mergers and corporate cutbacks has resulted in a net reduction of over 500,000 managerial and professional jobs since 1979. Loyalty is hard to find in many corporations.

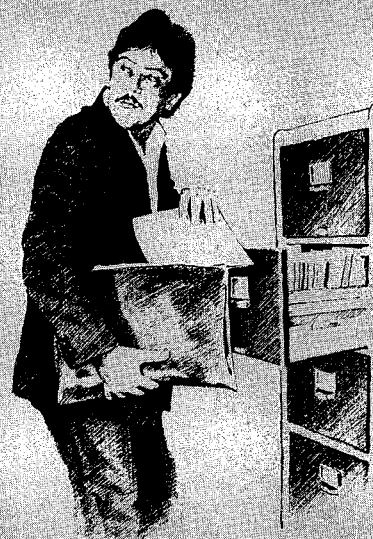
It is our responsibility to come to grips with the problems and steer employees into a more productive setting by giving them opportunities for personal and professional growth. Statler Corporation which administers "honesty" tests for clients, cited the following statistics: In 1968, only 1 percent of employee applicants screened would search for ways to cheat their employer—today 7 percent do so.

Corporations in turn must do their share. The attitude, "We will take care

## Unethical Conduct?

The following situations, published in the January, 1987, issue of *Association Management*, are samples of padded expense reports. Is this happening in your company?

- Once a year, a vice president schedules a two-day meeting for his entire staff at a hotel. He personally looks after every detail, including ordering liquor for the evening festivities. He always orders too much, and has the surplus delivered to his home.
- A director often invites subordinates to lunch. A staff member invariably picks up the check, puts the bill on a charge card, and submits an expense report describing the lunch as a "meeting to discuss future publications." The director then approves the expense.
- A policy analyst, attending an out-of-town symposium, visited a racetrack and lost \$50 at the betting window. He called the amount "economic research" on his expense report, and it was duly approved.
- A public relations manager arranged to have a photographer take some pictures for a publication. After the photo session, they went to a first-class restaurant and ran up a large bill. The manager reported the expense on his report as "photo props."
- An employee claimed an outlay of \$54 for lunch with a staffer from another association. Tips for the meal, however, amounted to only \$4. Close inspection of the employee's credit card receipt showed that the employee had altered the meal amount but had forgotten to adjust the tip.



## The Truth About Lying

*USA Today* reports that people applying for jobs aren't as honest as they once were. After giving written honesty tests to nearly 3 million job-seekers, the Stanton Corporation of Charlotte, North Carolina, found that 18–30 percent were untrustworthy—a much higher rate than the 10–12 percent in the mid-60s.

Although the tests are controversial among psychologists, the company claims an 87 percent accuracy rate. Use of test results are known to help companies reduce theft, according to Paul Sackett, psychologist.

The tests found:

- Honest women outscore men—56 percent to 48 percent.
- Honesty increases with age.
- Minorities score slightly better than whites.
- Busboys, dishwashers and waiters are among the most honest at 88 percent.
- Sales people are the least honest at 61 percent.
- Others: Office workers scored 86 percent; controllers and bank tellers, 76 percent, and engineers, 66 percent.

## Making the Right Decisions . . .

of you, as long as we are winning," does not hold for today's younger, better educated workforce. When ambitions are not met, individuals become dissatisfied, thus leading in many cases to dishonest acts and the lowering of ethical standards. The higher the company's value, the higher the employees' commitment to excellence. People give an extra effort when their loyalties are appreciated. It is our job to treat employees as people, not just numbers, thus providing opportunities for their growth and the company's growth.

The question of ethics affects us all. Do we take home office supplies, make use of the telephone for personal business, use the company's computers for football pools and games played on company time? Just as the employee services and recreation field has a unique set of ethical issues, higher management of many companies may be struggling with the ethics of drug testing policy, use of lie detector tests, smoking policy and procedures to follow regarding AIDS.

Corporate heads may also be concerned with questions such as: Does the firm sell products like tobacco or alcohol that may harm consumers? Does it treat women and minority groups fairly in pay and promotions? Does it add to environmental pollution? Does it have business connections with South Africa, the laws of which specifically discriminate against the black majority? Whatever the policy, there are often conflicts. Corporations face these tough ethical questions on a daily basis. We are here to help by developing a better workforce.

In our position as employee service and recreation managers, change is the only constant we face. We must challenge ourselves to face this change in an ethical manner—one in which we not only proceed in a way that allows our programs to grow, but one in which our values are not called into question. Our capacity to make moral and ethical

### Corporate Ethics Programs

According to *U.S. News & World Report*, many companies are hiring outside ethics specialists, devising written ethics policies and setting up in-house programs to make sure managers follow them.

When asked how companies are actually developing ethics policies, in a recent interview published in *Personnel Journal*, Gary Edwards, executive director of the Ethics Resource Center replied, "We still see lists of dos and don'ts corresponding to clearly illegal or unethical actions such as bribery, price-fixing, conflicts of interest, improper use of company funds, improper accounting practices and the acceptance of gifts.

"But we're also seeing a shift to codes consisting largely of general statements putting forth the corporate goals and responsibilities, a kind of credo expressing the company's philosophy and values. The better codes consist of both. Rules of conduct without a credo lack meaning; credos without rules of conduct lack specific content."


A 1984 Survey of Fortune 500 companies revealed that of the 279 companies responding, 80 percent indicated that they have begun incorporating ethics. "They've become aware of the enormous costs of unethical ac-

tivity—in fines and penalties, in increased governmental regulations, and in damage to their public image. But they also believe that ethical behavior is good business. It's unfair and naive for anyone to believe that most people working in the corporate world are not themselves concerned, even outraged, about unethical practices occurring in their profession," Edwards said.

In terms of implementing ethics programs, the role of human resource managers is a large one. According to W. Michael Hoffman, founding director of the Center for Business Ethics, also interviewed in *Personnel Journal*, "Increasingly, CEOs are involving their top corporate human resource managers in the planning, implementation and oversight of corporate ethics programs.

"One area of major importance is ethics training and development. Human resource managers have a vital role to play in ensuring that the ethics programs are well conceived and fully integrated into the rest of the program, and that they include all levels of the corporation, not just upper management."

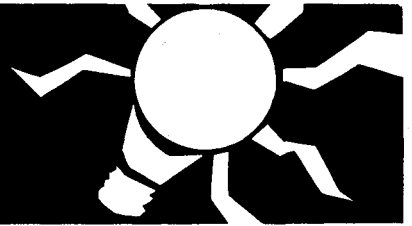
Whether corporate ethics programs actually work is a matter of controversy. The sheer size and complexity of modern organizations are significant factors working against policers of ethics.

judgments and to be self-critical is part of our education process as managers. Making these decisions with our values in mind will allow us to grow, not only as persons, but as respected individuals within our corporate structure. 

Randy Schools, CAE, CESRA, NESRA Vice President of Public and Government Affairs, is General Manager, National Institutes of Health, Recreation and Welfare Association, Bethesda, Maryland.



# NEED NEW IDEAS?

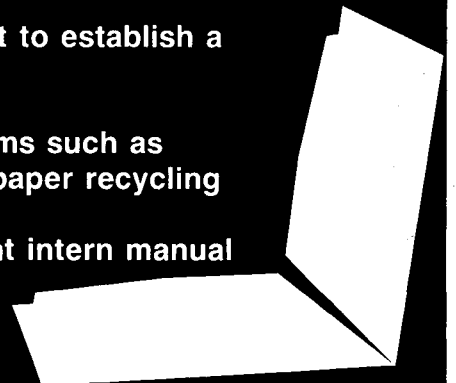


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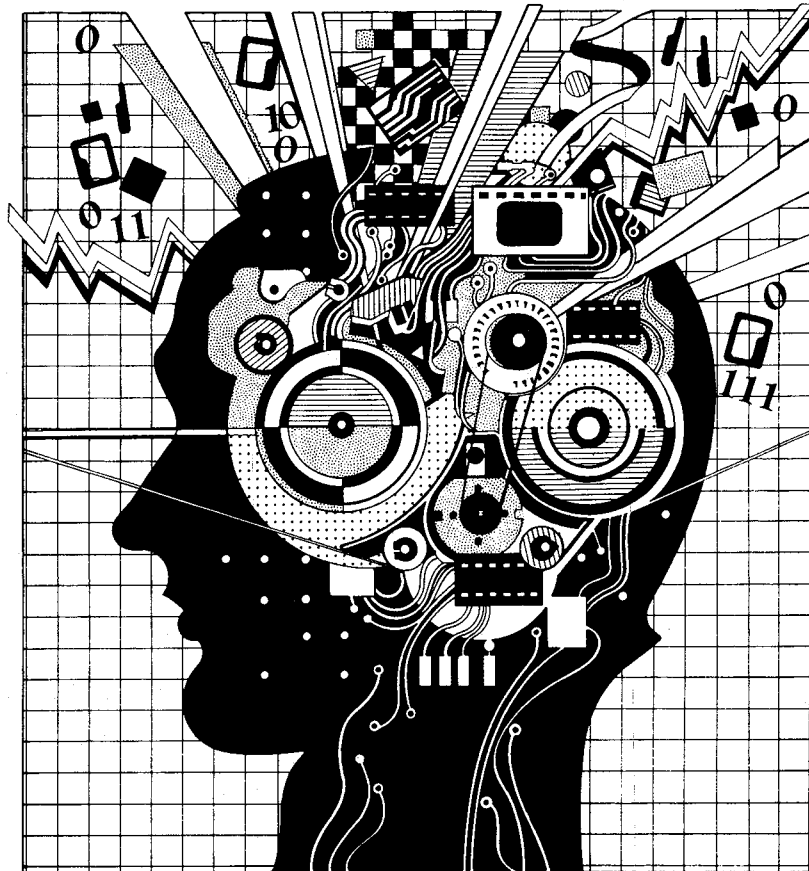
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# Cultivating Creativity

by Jan Michelsen



*Whether your specialty is personnel management, financial budgeting, facility development, program planning or some other concentration, your very business demands creativity. As an employee services and recreation manager, success may be measured by your ability to use innovative ideas and come up with new solutions for old problems. The following article offers suggestions for nurturing your imagination.*

Creativity is a somewhat mystical, always marvelous process. It can lift your spirits, improve your work, and enhance your problem-solving abilities. Once considered the exclusive property of artists and scientists, creativity is becoming a hot commodity in business and industrial circles as well. Today, it's a much-touted talent, sought by those who desire to face the future with confidence and optimism—not only writers, editors, artists, and inventors—but any-

one who is anxious for a more interesting, adventurous life.

Being creative doesn't require a high IQ or an MFA, but it does require an open mind and an open soul. Research has shown that most humans are born with rich and vigorous imaginations and that creativity can be learned, strengthened, enhanced, and applied, according to Eugene Raudsepp of Princeton Creative Research. All it takes is a willingness to collect ideas, take risks, defer judgment, and become a child again.

Sound easy? It is—and lots of fun besides.

Although there is no perfect profile of a creative personality, there are some common denominators. If you often change your approaches to a problem, produce relevant and unusual ideas, see beyond immediate solutions, and re-define problems, there's a good chance that your creative reflexes are in good working order.

Contrary to popular belief, creativity is not an artistic monopoly, but is found in all other areas. Creativity is as much a matter of inspiration as intellect, and artists have no corner on the market. (The world is filled with uninspired writers and bored geniuses.) "Creative" is not something you are or you aren't. Rather, it is an adjective that describes to the extent to which you use and appreciate the creative potential you were born with. Everyone has the tools for creativity—what differs is the quantity and quality of ideas that are constructed. Some characteristics of a creative personality include:

**Tolerance for ambiguity.** Creative people aren't hell-bent on finding the "right" answer. They luxuriate in options and explore all possible avenues without getting nervous if the solution doesn't appear quickly and clearly.

**Skepticism.** Creative people are less satisfied with accepted ways of doing things. They are always wondering, questioning, and challenging the people and ideas around them.

**Intellectual Playfulness.** Creative types love ideas for ideas' sake. To them, thinking is play. It's an activity that actually feels good. One creative individual described his ideal job as sitting in a room, door shut and no interruptions, and having the company slide problems it needed solved under his door!

**Self-confidence.** Being creative means taking risks, challenging the system, sometimes refusing to conform. Therefore, it takes a secure individual with an intrinsic sense of self-worth to stand his or her ground in the face of criticism or ridicule.

**Unconventional Nature.** Because creative people are less concerned with being "right," they may appear to act or react in offbeat or unexpected ways. According to Paul Torrence, creativity researcher at the University of Georgia at Athens, creative people are more happy with solitude—and less in need of discipline and order. They tend to be more concerned with what they are thinking than what others think of them. And, at certain stages of the creative process, it's necessary for creative thinkers to get a little crazy as their minds race from one possibility to another.

**Sense of Humor.** To those who live creatively, life is a festival, not a chore. Taking oneself too seriously is a sure step toward damming up the flow of ideas that begins the creative process. Creative people learn to enjoy and appreciate the contradictions, irony, and confusion that they see around them. They are stimulated by it, not frustrated.

Other qualities that often appear in those with creative prowess include open-mindedness, flexibility, optimism, persistence, curiosity, self-awareness, originality, and concentration.

Creativity can be nourished, but it cannot be manufactured. Although there are many definitions of the process (it's been described as everything from madness to intuitive genius to divine inspiration), the key concept seems to be an ability to make connections between unrelated objects, ideas, or events. In doing so, the creator brings into being something that has never existed before. Creativity is making infinite variations on a theme, or—as journalist Bill Moyers says—"it is piercing the mundane to find the marvelous, or looking beyond the marvelous to find the mundane." Generally, a creative idea fits in one of three categories: new uses for an old object or idea (for example, cellular phones, portable stereos, healthcare marketing); combining existing materials or ideas into new devices (microwave ovens, the incandescent bulb); or con-

ceiving entirely new ideas that reorganize our view of the world (the invention of the wheel, "the world is round!").

## TEARING DOWN CREATIVE BLOCKS

As children, we are truly creative. Full of questions, full of wonder, full of explanations for our world, happily absorbed in designing purple trees and painting aqua cows. But, as we grow older and collect experiences in the "real world," much of that sense of wonder and discovery is replaced with cynicism and aversion to original thinking. Think about it. How long could you have drawn purple trees and aqua cows without someone shouting, "Brain damaged!" As a result (as Torrence's studies have shown) by the age of nine, creativity in youngsters drops to pre-kindergarten levels.

What happens? How do we lose that natural curiosity and creativity? Does blame rest on parents and teachers who insist we copy their green trees and brown cows? And if it is lost, how can we reclaim it?

For most people, creativity is never lost, only misplaced among convention and conformity. You *have* to copy Teacher's brown cow or you'll flunk art. By the time they reach adulthood, most people have been socialized to conform. Finding the right answer becomes the one and only goal. Fitting in feels better than standing out. And playing it safe is less risky than taking a shot in the dark. It doesn't take long for us to learn that trees are green, cows are brown, and original (offbeat?) ideas are often met with scorn and distrust. In effect, our creativity is blocked by rules and restrictions—all the "must nots" and "cannots" and "do nots" that distort creative vision.

Fear of failure is one of the most significant blocks to creativity. Ideas are self-censored by fear of embarrassment and rejection. People are afraid to articulate novelties which may not be met with sure and certain success.

## Cultivating Creativity . . .

If you aren't willing to be wrong, you can't be creative. Creativity requires making guesses, playing hunches, trying and failing . . . and trying again.

We are creatures of habit, some of them useful and others quite inhibiting. These tried and true thought and action patterns make it difficult to break away, break out of our myopic boxes. Sometimes, the more familiar a problem or question is, the more difficult it is to view it from a fresh perspective. It becomes easier to say, "it's always been done that way."

Another common block to creativity is an inability or unwillingness to redefine a problem. So often we get stuck on our initial approach to task, directing all our energies into making the square peg fit into the too-small, round hole—that we forget to step back, take stock, and reapproach the problem from a different angle.

In these confusing and technical times, creativity can be blocked by the tendency to overcomplicate creative tasks. Ignoring Thoreau's advice to "simplify, simplify, simplify," we intellectualize problems that could be quickly and easily solved with a simple, straightforward approach. We often make things harder than they really are, thereby sapping precious creative energy that could more productively be invested elsewhere.

Another creative block is reading into problems restrictions that don't exist—except in our own minds. Whether you're writing a headline, creating a logo, figuring your budget, or planting a garden, it is important to dissolve any unnecessary rules or restrictions that could impede your creative process.

These blocks are not permanent boundaries, but learned behaviors. In many lives, creativity is not missing, only stifled or buried beneath years of rules and acculturation. With practice and perseverance, you can remove these blocks, flex your creative muscles, and draw upon the rich store of insight, inspiration, and perspective you were born with. Here are some ways to start clearing a path for your own creative travels.

**Collect ideas.** Ideas are the essence of creativity. To develop your creative senses, take note of the good ideas around you. That way, you'll more easily recognize the flashes of inspiration in your own head. Keep a file of interesting, offbeat, attractive, unique ideas. Be a constant clipper, snipper, collector of innovative layouts, striking sentences, new endings to old stories, overheard conversations, solutions to problems, philosophies of life . . . anything that will help you notice and appreciate the beauty of differences and novelty. Remember, ideas often appear unpredictably and inconveniently, and seemingly never when you sit down at your typewriter or T-square. So, catch them when you can. Carry a pen and paper everywhere—a pad beside your bed, a notebook in your purse, a crayon in the shower. Soon, you'll experience the joy of finding crumpled remains of once great ideas in the bottom of your pocket and in the margins of your books.

**Practice brainstorming.** Try Alex Osborn's technique of idea suggestion when freedom is the key, quantity is the goal, and judgment or criticism of any kind is forbidden. In this atmosphere of psychological safety, the threat of embarrassment is removed and ideas can flow freely. The more ideas you come up with, the more likely you'll be able to find original and effective solutions. Never be satisfied with your original idea. Why? Because once you have arrived at your first solution, you are no longer driven to accomplish the task. The deed is done, the pressure's off. This shift increases the amount of creative solutions you can subsequently suggest by as much as 52%. Linus Pauling had some similar advice: "Having brilliant ideas is easy. Just have a lot of ideas—and throw most of them away."

**Try a little "shoshin."** It's a Chinese concept derived from the characters for "heart" and "beginning" and translated by Zen teacher Shunryu Suzuki as "a beginner's mind." It is this open mind, an attitude that includes both doubt and possibility, that is needed in all aspects of life. Try to enter each

dawn with a beginner's mind and heart, and a bit of child-eyed wonder. Try to see (and hear and taste and smell and touch) things as always fresh and new, no matter how mundane or repetitive. In the beginner's mind there are many possibilities; in the expert's mind there are few.

**Become a child again.** French Psychologist Jean Piaget said: "If you want to be creative, stay in part a child, with the creativity and invention that characterizes children before they are deformed by adult society." Try to recapture some of the spirit of wonder, the fascination, and the fantasy of your earlier years. Paint some aqua cows. Climb a purple tree. Go crazy. Child-like activities help keep us in touch with the world and our senses.

**Learn a lot about a lot.** Because the act of creation involves divergent thinking, where the creator consciously avoids any logical, set approach but instead concentrates on possibilities and options—a broad background of knowledge is a great starting point. Seek out new experiences, new people, new approaches. Read, write, discuss, question, observe, and listen. Ask more questions than you answer. Although ultra-high intelligence is not a prerequisite to creativity, curious, creative people often appear more intelligent than others because they can draw upon their large, assorted stores of accumulated knowledge.

**Have no fear.** How many times have you pulled the plug on an idea light that's switched on in your head, for fear that it would be too crazy, too expensive, or too radical? We severely criticize our own ideas—and those of others—without giving them a fair trial. This aversion to losing face, being wrong, or looking silly might be a safe strategy, but it robs you of important creative insights. Turn off your judgment and turn on your imagination. A creative soul must be willing to take risks, and to saunter down the roads less traveled.

**Get healthy.** Negative health behaviors are blocks to optimum creativity, according to Martha Kaley, a con-



**Research has shown that most humans are born with rich and vigorous imaginations and that creativity can be learned, strengthened, enhanced and applied. All it takes is a willingness to collect ideas, take risks, defer judgment, and become a child again.**

sultant for the Center for Creative Leadership in Greensboro, North Carolina. She suggests that relaxation techniques, stretching exercises, and proper nutrition send oxygen to nourish the body and circulate through the brain,

our storehouse of creative power. One more reason to force yourself awake for that early morning run.

**Be crazy.** Forget (at least temporarily) about rules, about logic, about the way things are supposed to be. Structure has a place in our work and our life, but so does freedom and individuality. Be flexible, loosen up, and mellow out. Rekindle your sense of adventure and daring. Remember that few solutions come in black and white; the multitude are pink and purple and polka-dotted.

As much as possible, create an environment for your best creative endeavors. Keep in touch with your biorhythms and creative psyche. If you create most prolifically in your favorite chair, wearing flannel pajamas, and eating a bowl of popcorn, by all means do it. Sit, wear, and munch in a way that makes you most happy—and most creative. Learn whether you are an early bird or night owl creator. Do you create more easily in peace and solitude, or do you need the pressure of deadline to do your best work? Take note, and create accordingly.

Don't be afraid to allow a little chaos to seep into your orderly day and desk. That's right. People who lead us to new levels of understanding and invention are not necessarily the same group devoted to neat stacks of paper and color-coded paper clips. Chaos can be "the mysterious, unknown road. It is the ever unexpected, the way out. It is freedom, the poetic element in a dull and orderly world," according to American artist Ben Shahn. A little disorganization may be a way to loosen up and stimulate latent creativity.

The kind of organization you work in can also restrict or enhance your creative abilities. Choose an organizational environment that supports and understands the idiosyncrasies of the creative personality. To be truly creative at work, you must have the freedom to ask questions, to come up with unusual conclusions, to determine the way in which your work gets done, and to have lots of elbow room for experimentation and play.

## REWARDS OF BEING CREATIVE

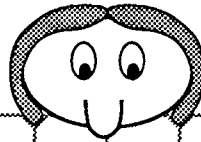
Why be creative? Aside from the exhilaration and satisfaction that comes from functioning fully, there are practical rewards—at work, at home, in all of your interactions. Although business and industry have long been intimidated by creativity and the disruption it can bring, they are now acknowledging that it may well be the most important factor in their future success. "Big business has discovered that surviving in today's marketplace means finding, developing, and sustaining the creative entrepreneurs, the mavericks it rejected only a few years ago," says Marsha Sinetar, a management/organizational psychologist. Creative types fit in well with the fast pace and ambiguity that colors much of modern life. "Entrepreneurs are better able to spot options and new directions. They deal well with ambiguity and change and can distinguish real from imaginary pitfalls. They can turn error into opportunity," Sinetar adds.

Creativity may help you develop a spirit of adventure, take new interest in everyday routine, and free you from the bondage of habit and monotony. It may be the best way to cope with confusion, to participate in the process of change and to become confident about facing new situations and unprecedented problems. Creative thinkers are less likely to rely on stereotyped or categorized approaches to ideas or people, so insight is provided into interpersonal challenges.

Remember, creativity takes all kinds. It is not just a brilliant painting or an award-winning ad. It can be a splendid soup, a special filing system, a clever pun. We all possess impressive creative powers. Given the willingness to remove the blocks and risk new patterns of thought, we can develop those skills. In its most basic form, creativity is the energy of ideas . . . the kind that shine brightly igniting our minds, our world, and each other.

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**THINKING**  
ABOUT A HEALTH PROMOTION PROGRAM  
FOR YOUR  
ORGANIZATION?



**NESRA'S ANNUAL INTERNATIONAL CONFERENCE AND EXHIBIT**  
**PRESENTS**  
**WELLNESS AT THE WORKSITE**  
**FROM IDEA TO REALTY**

A workshop offering successful strategies for

- gaining management support
- meeting the wellness needs of your group
- motivating employees to utilize a wellness program

**WED. MAY 13**  
**9:00 a.m. - 4:00 p.m.**



Facilitators:  
Mike Bass, Phillips Petroleum Co.  
Mike Gall, Steelcase Inc.

**Hyatt Regency  
Hotel**  
**Minneapolis  
Mn.**



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**Wellness Workshop Registration**

FEE: \$100.00 for NESRA Conference registrants

\$125.00 for non-Conference registrants

Make checks payable to NESRA. Send to NESRA, 2400 S. Downing Ave.,  
Westchester, IL 60153. Registration deadline is April 30, 1987.

Name \_\_\_\_\_ Title \_\_\_\_\_

Company \_\_\_\_\_

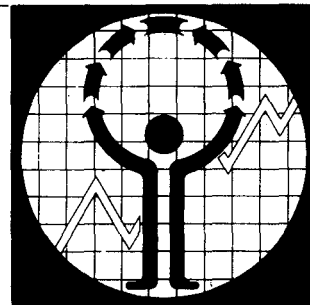
Address \_\_\_\_\_ Phone \_\_\_\_\_

\_\_\_\_\_ T-Shirt **Sm (34-36)** **Lrg (42-44)**  
**Med (38-40)** **X-Lrg (46)**



## The 46th Annual Conference: Wellness at a Glance

By Mike Bass, CESRA



**N**eed new wellness program ideas? Join us May 13–17, at the 46th Annual NESRA Conference and Exhibit in Minneapolis, Minnesota.

**Workshop:** If you are looking for assistance in developing a successful wellness promotion program, sign up today for the Fitness and Health Workshop on Wednesday, May 13th. This workshop with Mike Gall, Steelcase, and Mike Bass, CESRA, Phillips Petroleum Company, will offer successful ideas to help you educate management about the value of developing a wellness program tailored to meet the needs of your organization. Also, you will learn how to motivate employers to utilize the program.

Enrollment will be limited to 40 participants based on “first come—first served” priority. There is a \$100 fee for registered conference participants and a \$125 fee for those not registered. Contact NESRA headquarters, (312) 562-8130, for further information and enrollment procedures.

**Exercise Sessions:** Two early morning exercise sessions (one aerobic and one stretch-and-tone) will be provided to stimulate creativity and playfulness in your classes back home. These dynamic sessions, taught by Pierre Chartier, Bank of Canada, Martha Mingle, Martha Mingle Body Express Workout Center, and Linda Simmons, Linda Simmons Fit to Live Fitness Center, will be prime examples of how exciting aerobics classes can encourage long-term participation in exercise programs.

The benefits of such a commitment are many. You will feel and look better, become more energetic and alert, improve your level of endurance, build resistance to diseases, increase self-esteem and develop meaningful friendships.

**Contest:** During the conference the

new contest, *Health Quest 87*, will be introduced. All conference participants will find in their registration packets a variety of “challenges” to complete, aimed at encouraging participation in the wide variety of conference activities. These events are designed to raise your level of physical, educational and social awareness and appreciation of healthy ways to add zest and enjoyment to your life and organization.

To participate in *Health Quest 87* you need only attend one physical activity, three educational sessions and one social activity per day on Thursday, Friday and Saturday of the conference. You must record your activities on the daily log provided. Distinctive certificates, suitable for framing, will be given to all participants completing the contest requirements.

**Fun Run/Walk:** This year’s event will be at beautiful Lake of the Isles. Both the 5K Fun Run (3.1 miles) and 1.5 mile Fun Walk are non-competitive events aimed to encourage participation and recognize completion.

Special T-shirts and certificates will be given to all participants completing the fun run or walk events. New this year will be a merchandise drawing for all participants at the completion of the event. Also, handouts will be available on how to organize a fun run/walk event and administer a run, walk, swim or bike recognition program.

Details regarding sign-up, course, bus transportation, etc., will be in your conference registration packet.

**Educational Sessions:** Four professional development sessions geared toward helping you plan, organize, promote, justify and administer successful fitness and health programs for your organization will be offered.

On Thursday, May 13, Don Powell, director, American Institute of Preventive Medicine, will provide you with helpful information on pre-packaged

wellness programs. He will discuss what’s available, where you can get it, and how to decide what is best for your organization’s presentation.

Friday, a panel of experts will discuss program guidelines for teaching your fitness classes. This information is a must if you currently offer exercise classes or are going to start a program in the future. Panelists include Pierre Chartier, leadership trainer, Fitness Ontario, and fitness director, Bank of Canada; Martin West, director of education, Aerobics and Fitness Association of America; Bob Serfass, assistant professor, University of Minnesota, Physical Education Department, and advisor to the American College of Sports Medicine, and Dick Webster, assistant vice president, Metropolitan YMCA of Minneapolis.

Also on Friday, directors of small companies won’t want to miss Pierre Chartier’s program on selling management and developing, implementing and sustaining a program for small companies. Don Iverson, director of research and evaluation, Williams Family Medical Center, University of Colorado, will present practical solutions to development, implementation and evaluation problems of worksite fitness programs.

This conference will provide opportunities for you, as an employee services, recreation, health and fitness manager, to grow professionally. At the same, it will allow you ample opportunities for personal exchange of ideas and individual problem-solving. These unique ideas will help build and maintain a higher degree of employee morale and wellness in your companies back home.

*Mike Bass, NESRA Vice President, Fitness & Health, CESRA, is Fitness Representative of Phillips Petroleum Company, Bartlesville, Oklahoma.*

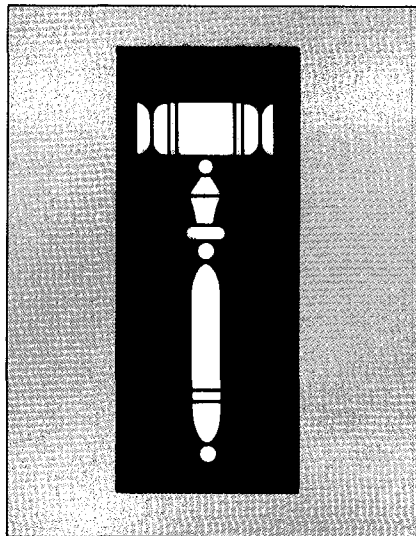
# States Requiring Employers to Grant Pregnancy Leave

by John J. Murphy, Jr.

**R**ecent campaigns for pregnancy leave and reinstatement legislation on both the state and local levels, as well as a drive for federal legislation requiring employers to grant "parental leave," have been given new impetus by the recent decision of the United States Supreme Court in *California Federal Savings and Loan Association v. Guerra* (No. 85-494, January 13, 1987). In this case, the Court upheld a California law requiring employers to provide leave to employees disabled by pregnancy and to reinstate them upon completion of the leave.

California's Fair Employment and Housing Act requires employers to provide female employees an unpaid pregnancy disability leave of up to four months. The Fair Employment and Housing Commission, which enforces that statute, interprets it to require the employer to reinstate the employee in the job she previously held upon completion of her leave. If that position is no longer available due to business necessity, the employer must make a reasonable, good faith effort to place her in a substantially similar job.

The case arose when a California Federal receptionist took a pregnancy leave in 1982. Under the policy, the employer tries to find a similar position for an employee returning from unpaid leave, but it does not guarantee reinstatement. When this employee asked to return to work, California Federal informed her that no receptionist job or similar position was available. She then filed a sex discrimination complaint with the Department of Fair Employment and Housing. Before a hearing could be had on this complaint, the



employer brought suit in federal court, seeking an injunction against enforcement of the state statute.

California Federal's theory was that the state law was inconsistent with, and preempted by, Title VII of the federal Civil Rights Act of 1964. The trial court agreed, ruling that the California statute and administrative interpretation according preferential treatment to female employees would subject employers to Title VII reverse discrimination suits by temporarily disabled male employees who were not given similar reinstatement rights. But, on appeal, the U.S. Court of Appeals for the Ninth Circuit reversed the lower court and ruled that Title VII does not require states to "be blind to pregnancy's existence," and that granting women pregnancy disability leave was not unlawful under Title VII.

By a vote of 6-3, the Supreme Court

agreed with the Ninth Circuit. The Court noted that section 708 of Title VII preserved any state discrimination laws unless the state laws would require or permit an act which would violate Title VII. California Federal cited the provision of the Pregnancy Discrimination Act of 1978 (which added discrimination on the basis of pregnancy to Title VII's definition of unlawful sex discrimination) requiring that women affected by pregnancy be treated the same as other disabled persons for all employment-related purposes.

The bank argued that this required that pregnant employees not be treated more favorably than other disabled co-workers. The Court, however, agreed with the Ninth Circuit that when Congress passed the Pregnancy Discrimination Act, it had not intended to prohibit states from providing preferential treatment for pregnant workers. The Court explained that the California law promotes equal employment opportunity for women who leave work temporarily to bear children. "By 'taking pregnancy into account,' " the Court explained, the California law "allows women, as well as men, to have families without losing their jobs."

The *California Federal Savings* decision does not require employers to grant pregnancy leaves. But it does give states the green light to require them. The only limitations the court discusses on a state's power to mandate pregnancy disability preferments are that the state policy further Title VII's equal employment opportunity goal and that it not be based on stereotypes about pregnant workers' needs or abilities. It would seem that a state law requiring



paid pregnancy disability leave or child-care leave could also meet the Court's test.

A number of states, including Connecticut, Hawaii, Massachusetts, Montana, New Hampshire, Ohio and Washington, have statutes or administrative rulings similar to the California one approved by the Court. Illinois formerly had a Human Rights Commission guideline which required a pregnancy disability leave with a right to return to employment, but newer rules issued in 1985 eliminated the requirement and the guarantee. Currently, an Illinois employer must provide a pregnancy disability leave if it provides other disability leaves; any such leave must be available on at least as favorable terms as those on which the employer provides a leave for any other disabil-

ity. Furthermore, if the employer provides non-disability leaves of absence, it must grant such leaves on the same terms for child-rearing. In the aftermath of the *California Federal Savings* decision, the civil rights agencies in Illinois and elsewhere may well take a more expansionist view again.

Congress may also enter this field in the future. Bills are pending before both the Senate [S. 249] and House [H.R. 925] for a Family Medical Leave Act which would give employees a right to 18 weeks of unpaid family leave over a 24-month period for the birth, adoption or serious illness of a child. [The bills would also provide for 26 weeks of unpaid medical leave over a 12-month period and the House bill also permits employees to take leave to care for a seriously ill parent.] At the end of the leave, the employee would have the right to return to his or her job or to an equivalent position. The bills also would require the employer to continue any health benefit coverage on its regular terms during the leave.

Proponents of the bills cite statistics indicating that 70 percent of all mothers with school-age children (and half of all mothers of infants under one year) work outside the home. Opponents note that the costs and feasibility of offering leave with a right of reinstatement would be particularly troublesome for the multitude of smaller employers who provide most of the nation's job opportunities. The ripple effect of the Supreme Court's decision upon state and federal legislators and state agencies remains to be seen.



*John J. Murphy, Jr. is a lawyer with the firm of Kovar, Nelson & Brittain in Chicago, Illinois. The firm specializes in representing management in all legal matters pertaining to labor-management and employee relations.*

# IT'S TIME TO GET OUT OF THE DARK.



Open your eyes and see just how many subjects are covered in the new edition of the Consumer Information Catalog. It's free just for the asking and so are nearly half of the 200 federal publications described inside. Booklets on subjects like financial and career planning; eating right, exercising, and staying healthy; housing and child care; federal benefit programs. Just about everything you would need to know. Write today. We'll send you the latest edition of the Consumer Information Catalog, which is updated and published quarterly. It'll be a great help, you'll see. Just write:

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A public service of this publication and the Consumer Information Center of the U.S. General Services Administration

## New Associate Member Offerings

### BAUSCH & LOMB/SUNGLASS DIV.

42 East Ave.  
Rochester, NY 14603  
(716) 338-6485  
Contact: Joe Stannard

Bausch & Lomb offers Ray-Ban® sunglasses, available in many different styles and colors. Retail prices range from \$31 to \$2,200. Savings of up to 56 percent off these prices are available to NESRA members.

### BIG SAND LAKE LODGE, LTD.

P.O. Box 646  
Northville, MI 48167  
(313) 420-4610  
Contact: Elizabeth McCarville

Big Sand Lake Lodge is a world class sport fishing and hunting lodge in Northern Manitoba. It caters to corporate travel planners and small business groups, with lodging for 28. The Lodge has large meeting rooms and a 4,200 ft. landing strip for direct transportation services.

### CENTRAL FLORIDA WORLD RESORTS

5905 International Drive  
Orlando, FL 32819  
(305) 351-2100  
Contact: Peter T. Rems

Central Florida World Resorts operates five hotels (approximately 1,300 family-priced rooms), specializing in the Walt Disney World central Florida area. Seasonal discounts and monthly specials are offered.

### CERTRON CORPORATION

1651 S. State College Blvd.  
Anaheim, CA 92806  
(800) 854-3943  
(714) 634-4280 (in CA)  
Contact: Mark A. Winsberg

Certron offers video and audio cassettes, floppy diskettes and all accessories from 15 to 30 percent less than

wholesale to NESRA members. An order program is available if you do not have a company store.

### CONNECTIONS

975 W. Peachtree St.  
Atlanta, GA 30309  
(404) 881-1283  
Contact: Kris Sieradzki

Connections is a sales and marketing firm offering quality hotel accommodations at substantially discounted rates to NESRA members.

### FEDERAL SALES

4555-15 Groves Rd.  
Columbus, OH 43232  
(614) 868-8511  
Contact: Robert L. Eisenman

Federal Sales is a mail order firm providing sporting goods, team uniforms, exercise equipment, sport bags, and stationery items (planners/organizers). A 25 percent discount off list prices is offered to NESRA members.

### HOLIDAY INN HOTEL RESORT

333 Airport Rd.  
Gatlinburg, TN 37738  
(800) 435-9201  
(800) 435-9202 (in TN)  
(615) 436-9201  
Contact: Kathy Tidwell

The 410-room Holiday Inn Hotel Resort offers a Holidome recreation area, two indoor pools, one outdoor pool, a whirlpool and two saunas; tennis, nearby hiking and access to Ober Gatlinburg Ski Resort. NESRA members receive discounted rates for Springtime in the Smokies (\$94) and Summer in the Smokies (\$105), double occupancy, two-night vacations.

### MASTERS OF MARKETING, INC.

P.O. Box 2448  
Vincentown, NJ 08088  
(800) 367-5487  
(800) 221-0367 (in NJ)  
Contact: Mike Gargas

Masters of Marketing offers Johnson & Johnson first-aid kits and customized

first-aid kits.

### REGENCY SUITES HOTEL

975 W. Peachtree St.  
Atlanta, GA 30309  
(800) 642-3629  
(800) 334-7632 (in GA)  
(404) 876-5003  
Contact: Martine Faget

The Regency Suites Hotel is a premier 96-suite hotel with a European atmosphere located in midtown Atlanta. The rooms are mini-suites equipped with microwave kitchens. The hotel offers a complimentary continental breakfast, use of an exercise room and covered parking. NESRA members receive a \$44 rate for weekends.

### THE SHIRT BROKER, INC.

3828 Stewart Rd.  
Atlanta, GA 30340  
(404) 454-7720  
Contact: Chuck Honess

The Shirt Broker, a unique approach to the retail clothing industry, deals exclusively with employee buying clubs and corporate service groups. It provides an easy and inexpensive means of acquiring quality dress shirts.

### UNIVERSAL GYM EQUIPMENT, INC.

P.O. Box 1270  
Cedar Rapids, IA 52406  
(800) 553-7901  
(319) 365-7561  
Contact: Frank Smith

Universal Gym Equipment manufactures a complete line of single-station and multi-station weight training equipment, free weights, and computerized aerobic exercise equipment including the AerobiCycle® exercise bike, ComputeRow® rowing machine and Tredex® treadmill. Write for a free catalog.

### Brunswick Announces New Bowling Tourney for Seniors

Brunswick Recreation Centers (BRC), in conjunction with TWA, announces the arrival of "The High Flyin'

Senior Bowl," a new tournament designed exclusively for senior league bowlers, that offers free air travel as grand prizes.

Fifteen trips for two on TWA will be awarded nationally in the tournament. Three winners in each of BRC's five geographic regions will receive two TWA round trip coach tickets to a choice of several destinations. Additional prizes will also be awarded in every center.

To be eligible, bowlers must be members of BRC's Club 55, a program offered to those age 55 and older. As a Club 55 member, bowlers enjoy reduced bowling rates, an awards program, free game coupons, expert instruction, and the chance for free air travel on TWA. For further information, contact the Brunswick Recreation Center in your area.

### Rifle Association Announces Monthly Publication


The National Rifle Association of America now offers a monthly tabloid, circulated to approximately 130,000 active shooters, instructors, referees and clubs.

The association also offers NESRA members assistance in organizing a club, setting up a range or just getting involved in this recreational activity. For more information, call (202) 828-6000.

### Kraft Offers Spring Line of Gift Wrap

Kraft Packaging, in response to frequent customer requests, has introduced a coordinated line of gift wraps and accessories for spring.

This collection includes 18 patterns and solids suitable for all occasions—birthdays, weddings, Mothers and Fathers Day and Easter. The lively designs for children and adults are not available anywhere else. Coordinated gift cards and ribbon bows complete the offering.

Kraft will support NESRA members who use this program as a fund-raiser or employee benefit. For more information, call (201) 768-0409. 



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FOR FURTHER INFORMATION, PLEASE CALL COLLECT  
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**"EMPLOYEE FILM DEVELOPING  
IS OUR ONLY BUSINESS"**

## NESRA Education and Research Foundation


 The sole research organization in the field of employee services and recreation, NESRA's Foundation funds biannual field surveys delivering data on salaries, budgets and programming trends; studies on the programs and productivity; and ongoing market research.

A donation to the Foundation brings closer the day when employee services and recreation will appear on every company map.

Send your donation to:

NESRA Education and Research Foundation  
2400 S. Downing Ave., Westchester, IL 60153

NAME \_\_\_\_\_  
 TITLE \_\_\_\_\_  
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 ADDRESS \_\_\_\_\_  
 AMOUNT ENCLOSED \$ \_\_\_\_\_

The NESRA

# NETWORK

**Associated Industrial Recreation Council/**Burbank, California. Meets the third Wednesday of the month. Contact Carl Nicchitta—(818) 843-2858.

**Capital Area Recreation Council/Austin, Texas.** Meets monthly. Contact Pam New—(512) 250-6565.

**Central Coast Industrial Recreation Council/**Santa Cruz, California. Meets the last Tuesday of each month, excluding December. Contact Sandy Petznick—(408) 722-4116.

**Central Ohio Employee Services and Recreation Association/Columbus, Ohio.** Meets the fourth Tuesday of the month; meets the third Tuesday of November. Contact Kathy Hall—(614) 225-8444.

**Central Savannah River Area Employee Services and Recreation Association/Augusta, Georgia.** Meets the third Tuesday of each month. Contact Don Strosnider—(803) 725-1565.

**Chicago Association for Recreation and Employee Services/Chicago, Illinois.** Meets monthly except May and August. Contact Britta Mansfield—(312) 289-9250.

**Cincinnati Association for the Promotion of Employee Recreation and Services/Cincinnati, Ohio.** Contact Evelyn Sandlin—(513) 369-7777 or 369-7740.

**Cleveland Employee Services Association/**Cleveland, Ohio. Meets the second Wednesday of the month except July and August. Contact Ellen Kynkor—(216) 575-2510.

**Dayton Industrial Athletic Association/Dayton, Ohio.** Meets the second Tuesday of the month. Contact Raymond M. Rakar—(513) 455-4693.

**Denver Area Employee Services and Recreation Association/Denver, Colorado.** Meets the last Tuesday of the month. Contact Lori Sharp—(303) 977-6677.

**Employee Services and Recreation Inland Empire/Riverside and San Bernardino, California.** Meets the second Wednesday of the month. Contact Russ Drew—(714) 795-1502.

**Employee Service and Recreation Orange County/Orange County, California.** Meets the second Tuesday of the month. Contact Phyllis Smith—(714) 732-2432.

**Erie Recreation Services Association/Erie, Pennsylvania.** Meets the third Wednesday of the month. Contact Tom Whitford—(814) 456-8511.

**Gateway Association for Recreation and Employee Services/St. Louis, Missouri.** Meets monthly. Contact Joe Bitner—(314) 232-2336.

**Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California.** Meets the first Wednesday of the month. Contact Dave Baker—(213) 333-5693.

**Industrial Recreation Council of Greater Phoenix/Phoenix, Arizona.** Meets the second Tuesday of the month. Contact Olivia Heleniak—(602) 894-7000.

**Industrial Recreation Council of Southern Arizona/Tucson, Arizona.** Meets the first Tuesday of the month. Contact Neil Smith—(602) 626-6292.

**Industrial Recreation Directors Association of New York/New York, New York.** Meets the last Thursday of each month. Contact Gloria Roque—(212) 887-6043.

**League of Federal Recreation Associations/**Washington, D.C. Meets the third Thursday of the month, excluding July and August. Contact Clayton Cochran—(202) 233-3113.

**Massachusetts Association for Recreation and Employee Services/Boston, Massachusetts.** Meets the first Wednesday of the month, September through June. Contact Joanne Haynie—(617) 391-2421.

**Metro Employees Recreation Chapter/Houston, Texas.** Meets the third Wednesday of the month. Contact Dan Bush—(713) 880-6627.

**Metroplex Regional Council of Dallas-Ft. Worth/Dallas and Ft. Worth, Texas.** Meets the third Tuesday of each month except December. Contact Bob Brown—(214) 457-5997.

**Michigan Employee Services and Recreation Association/Detroit, Michigan.** Meets the second Wednesday of the month. Contact Gary Roehl—(313) 496-5773.

**Minnesota Employee Recreation and Services Council/St. Paul, Minnesota.** Meets the third Thursday of the month. Contact Sue Shepherd—(612) 729-6097.

**Nashville Area Employee Services and Recreation Association/Nashville, Tennessee.** Contact: Bebe Holland—(615) 361-2475.

**Northern Indiana Employee Services and Recreation/Warsaw, Indiana.** Contact Betty Atchison—(219) 267-9389.

**Oakland Association for Recreation and Employee Services/Oakland, California.** Meets the first Tuesday of the month, except January and July. Contact Charlene Buchanan—(415) 273-3896.

**Philadelphia Association for Employee Recreation & Services/Philadelphia, Pennsylvania.** Meets the second Wednesday of each month. Contact James Alexander—(609) 547-8284.

**Rochester Area Recreation and Employee Services Association/Rochester, New York.** Meets the last Thursday of the month. Contact Ann Derhammer—(716) 288-2580.

**San Antonio Corporate Recreation Association/San Antonio, Texas.** Meets the first Wednesday of the month. Contact Rudy Sotello—(512) 821-3030.

**San Diego Industrial Recreation Council/San Diego, California.** Meets the second Thursday of the month. Contact Tom Abbas—(619) 543-1296.

**Seattle Employee Services and Recreation Association/Seattle, Washington.** Meets the last Wednesday of the month. Contact Arnie Rinta—(206) 655-1941.

**Toledo Industrial Recreation and Employee Services Council/Toledo, Ohio.** Meets the last Tuesday of the month, excluding December. Contact Jackie Sauve—(419) 255-7027.

**Tri-County Industrial Recreation Council/Santa Clara, California.** Meets the first Wednesday of the month. Contact Virginia Kiepart—(408) 742-5758.

**Warren and Youngstown Employee Services/**Warren, Ohio. Meets the fourth Wednesday of each month. Contact Gary Holby—(216) 783-2860.

**Washington Area Recreation and Employee Services Council/Washington, D.C.** Meets the third Thursday of the month. Contact Peter De Franco—(703) 729-8000.

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## CONFERENCES & EXHIBITS

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**The 1987 NESRA Conference and Exhibit** will be held May 13-17 at the Hyatt Regency in Minneapolis, Minnesota. For more information, contact NESRA headquarters—(312) 562-8130.

**September 23-27, 1987. NESRA Region VII Conference and Exhibit.** Westin Hotel, Seattle, Washington. Contact Darrell Gosh—(206) 464-2385.

**October 15-17, 1987. NESRA Region I Conference and Exhibit.** Rochester Plaza, Rochester, New York. Contact Scott Baker—(716) 422-4101.

**October 29-31, 1987. NESRA Region VI Conference and Exhibit.** La Mansion Del Rio, San Antonio, Texas. Contact Tamra Torres—(214) 462-4265.



# BEYOND TOMORROW



## PLANNING FOR A PROGRESSIVE FUTURE



46th Annual Conference & Exhibit  
May 13-17, 1987 Mpls., St. Paul  
Hyatt Regency Hotel

# NESRA PUBLICATIONS

## Program Growth Idea Folder

Provides ideas and tips which will help perpetuate your program and allow it to grow in today's uncertain business environment. Includes information on establishing a separately-chartered employee club; a number of revenue producing programs such as equipment rental, wearables programs, paper recycling; and much more.

Member Price—\$10.00  
Non-Member Price—\$20.00

## The Traveler's Fitness/Health Directory

Now when you travel, you and your employees don't have to leave your fitness program behind. This handy 112-page pocket-sized guide lists hotels with fitness facilities in 35 major U.S. cities as well as local running areas, the anti-jet lag diet, a directory of airlines which offer special dietary menus, and much more.

Price—~~\$6.00~~ Now \$3.00

## Motorola's Recreational Manual

A comprehensive, 240-page volume particularly helpful to those needing assistance in administering employee recreation programs. Covers a wide range of employee services and activities with sections on safety, insurance, financing, recognition, banquets and the planning of on- and off-site employee activities.

Member Price—\$35.00  
Non-Member Price—\$40.00

## An Introduction to Industrial Recreation: Employee Services and Activities

This textbook is an invaluable resource for the student, new practitioner and veteran administrator. Covers economic and ethical background, practical program implementation guidelines, and the place of the professional recreation director in business, industry and government. Hard cover. 236 pages.

Price—\$25.00

## Fitness Training for Improved Opportunity and Job Performance/Firming Up the Firm

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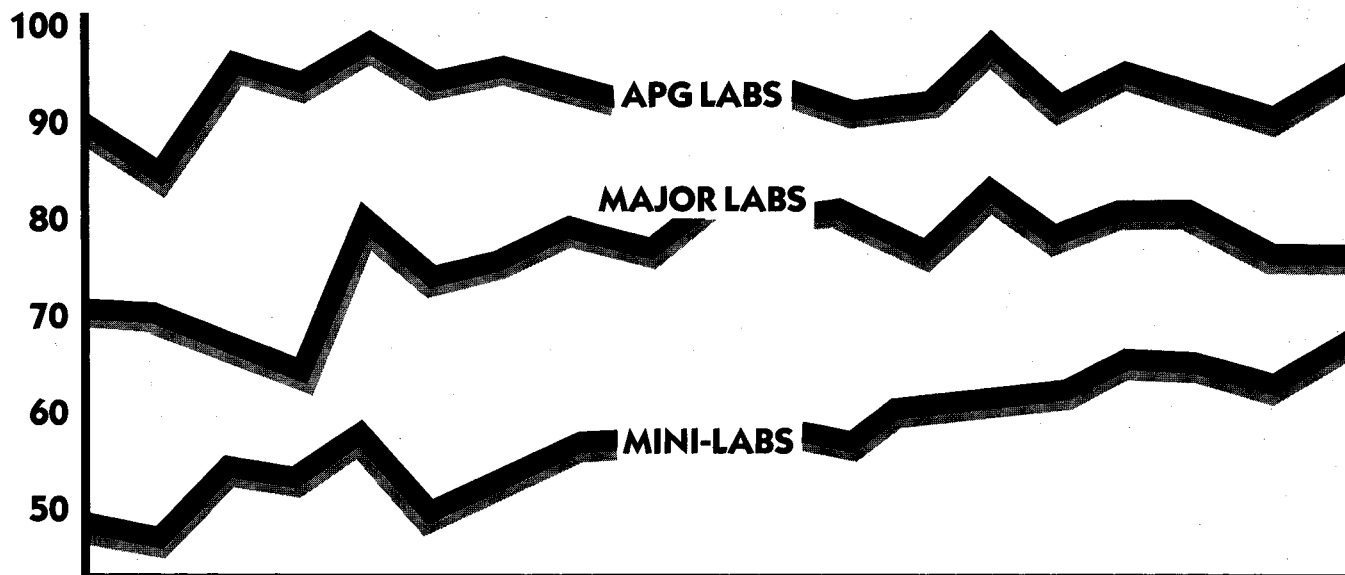


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## In this issue . . .

Imagine jumping off a cliff and rappelling down a 60-foot rock face or racing through whitewater in a canoe, raft or kayak. While many people cringe at those thoughts, others—for various reasons—are actively seeking adventuresome recreational pursuits. This month's *ESM* features the section, "High-Risk Adventure Activities," which offers a description of the opportunities available to employee services and recreation managers who wish to provide such programs. Turn to "Programming Options" to determine the feasibility of adventure programming within your company. Also in this section, read "Protection Against Liability" for tips on how to defend yourself in court, if necessary, and learn how planning ahead can eliminate legal problems.

Whether you are planning to attend a national or regional conference, a chapter vendor fair or a trade show, it is important to plan ahead to obtain the most information possible. "Coping with Trade Show Overload: Strategies for Participants" offers a model for setting goals, implementing a strategy and measuring the results.

New staffing demands among professionals have resulted in a trend toward using alternate work schedules. Read "The Emerging Flexible Workplace" to find out what options are available.

Also in this issue, turn to "Leisure Education: Setting Goals and Improving Self-Image" for a look at sample mini-courses that will help influence the attitudes of employees to help them set leisure goals and improve self-image.

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Photo by John Munger, Spirit Whitewater.



## The Recreation Boom

Although recreation in the United States appears to be booming, many of the demographics behind the boom are questionable, according to the March, 1987 issue of *American Demographics*. The behavior data in the National Recreation Surveys (NRS) conducted by the Census Bureau indicate that Americans aren't playing more, they're just playing harder, and it's the older and better educated people who have become more active.

Rather than an overall recreation boom, there has been a shift away from less active spectator activities to more participatory forms of recreation. Surprisingly, older people today report more recreational involvement than younger people. This lack of participation among young people, if it continues, may cause future generations to use recreation facilities less.

Judging from NRS data, it seems that recreation will continue to be a prominent feature of American lifestyles only if young adults pick up where their elders left off.

## Monday Morning Blues

Sleeping late on weekends can add to your Monday morning blues, says Richard M. Coleman, former co-director of the Stanford Sleep Disorders Clinic.

The basic reason is simple—most people "run" on 25-hour biological clocks. Making a one-hour adjustment daily is relatively easy for those who stick with a schedule—sleeping from 11 p.m. to 7 a.m., for example.

But on weekends, many people follow the natural drift of their circadian rhythm. On Fridays, they may stay up

until midnight, waking at 8 a.m. On Saturdays, they slip again—going to sleep around 2 a.m., turning off the alarm, not waking until 10 a.m. Sunday. Come Sunday night, weekend partygoers may try to resume their regular 11 p.m. bedtime, but find themselves unable to fall asleep.

They're trying to live a 21-hour day while their body is still programmed for 25 hours, Coleman explains. "Although these same people may realize that it's foolish to go to bed three hours early—at 8 p.m.—in the middle of the week, they don't realize that the same standards apply for Sunday night."

The most common consequence of changing sleep-wake cycles over the weekend is the Monday morning blues. Waking up at 7 a.m. on Monday may be equivalent to 4 a.m. on body time—the sleepest part of the internal cycle.

It's understandable that there are complaints that sluggishness and fa-

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tigue are greatest on Monday—workers are waking up on Mondays at an hour for which their bodies had been geared for sleep on the previous two days. According to Coleman, for the employee “the Monday morning blues gradually fade as they reestablish a regular sleep-wake schedule over the next few workdays.”

### Foundation Supporter Dies

Augustine “Gus” Flick passed away in early March this year. He was the brother of Frank Flick, NESRA’s first Employer of the Year recipient in 1971.

As a Vice President of Flick-Reedy Corporation, Bensenville, Illinois, Gus Flick was a long-time member and supporter of NESRA.

In 1986 a memorial fund for the NESRA Education and Research Foundation was set up in Frank Flick’s honor.

Mr. and Mrs. Gus Flick were the first to make a generous contribution in memory of Frank Flick. The fund will now be named the Frank and Augustine Flick Memorial Fund.

### Reducing Food Intake Prolongs Lives

Why do human beings age? Although research with rats has shown that lessening food intake lengthens life, scientists have yet to explain why. Many now think there are a number of root causes of aging, including cellular destruction and the decline of the immune system. Regardless of the explanation, food restriction is definitely a factor, according to the March 2, 1987 issue of *Insight*.

Old diet-restricted rats have low cholesterol levels, low blood pressure and a lower incidence of farsightedness and cataracts. They also run mazes like

youngsters. According to one scientist, “Food restriction keeps rats young in so many ways that one has to suspect it has retarded the aging process at its most fundamental level.”

Several theories substantiating this statement include the free-radical theory which holds that aging is the result of accumulated damage to crucial molecules, membranes and cells of the body. Food restriction made the rats burn energy more efficiently, thus reducing cellular damage.

Another theory is that food reduction causes the immune system to function more efficiently. In one experiment, white blood cells of a 16-month-old rat attacked foreign materials with the vigor of those fully-fed mice six to eight months old. Also, the lifespan of cells lining the gut, spleen and thymus gland, vital to the immune system, were increased by the reduction of food intake in rats.



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Some scientists believe that the pace of aging might be genetically programmed, but researchers can only guess where the program is located.

The Aging Institute recently established a colony of food-restricted primates and hopes to have evidence within five years on whether diet restriction affects the life span in other animals.

Nevertheless, the current studies still have plenty of relevance for many Americans whose all-you-can-eat diets and sedentary lifestyle compare to well-fed older laboratory rats.

## Tomorrow's Workforce

The February/March issue of *Management World* reports the following future trends projected by the National Alliance of Business:

- Over the next 10-15 years, computer skills will comprise only a small part of the total workforce skill re-

quirements, but basic academic, problem-solving and interpersonal skills will be increasingly important.

- New technology, stiff international competition, changes in consumer tastes and demographic shifts will cause pervasive mismatches between workplace needs and workforce capabilities.

- Workers will need training and re-training to adapt quickly to new skill requirements.

- Through 1995, the black workforce will grow at almost twice the white rate.

The Naisbitt Group's *TrendLetter* reports:

- Franchising will experience its greatest growth in the international arena in 1987. By the end of the year, three out of four retail workers will be employed in franchised businesses.

- Computer programs that store the knowledge of human beings and mimic

decision-making capabilities could reach the \$1 billion mark by the end of this decade.

- By 1990, only one in four mothers will stay home with their children. Home-care businesses offering child-care, as opposed to day-care centers, will be used due to the need for affordable child care.

## Promises, Promises

According to the Connecticut Supreme Court, employers can be held responsible for promises they make to employees regarding job conditions, even when there is no formal contract, the March 9, 1987 issue of *Insight* reports.

When a year's additional employment was promised to a Notre Dame High School teacher in West Haven and then reneged upon, the employee took the case to the state Supreme Court.

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Although a lower court dismissed the case, saying the teacher was an "at-will employee" with no right to sue the private school, the state Supreme Court unanimously ruled that noncontract workers can take employers to court for failing to fulfill promises. Otherwise, the court said, "these employees have no protection against unscrupulous employers."

### Travel Policies Getting Tighter

Large or small, U.S. companies are taking dramatic measures to lower travel and entertainment costs—estimated at \$90 billion last year, *USA Today* reports. Travel is the third largest business expense and overall costs are expected to rise three to five percent in 1987. According to Alan Schultheis, marketing vice president for MasterCard's corporate credit card division, even if companies cut back entertainment expenses, costs could rise as much as 10 to 15 percent.

The higher costs are due to federal tax changes that are boosting costs in the hotel and rental car industries, which are passing those costs along to their customers. Inexpensive airfares have become a rarity due to a shrinking airline industry, eliminating competition among low fares.

U.S. companies are enforcing travel policies or writing stricter ones. According to a survey by Runzheimer International travel consultants, 73 percent of companies have written travel policies, an increase from 56 percent in 1984.

### Can You Name Your Benefits?

Although employees list job benefits as one of the most important values they gain from work, most employees not only don't understand their benefits but can't even name them all, according to the March, 1987 issue of *American Demographics*.

The state of confusion seems to stem from changing tax codes, benefit programs that don't suit the needs of em-

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employees and a general ignorance of benefits among workers.

Employee satisfaction with benefit programs has been declining for the past 15 years. John Parkington of the Wyatt Company reports that "70 percent of Americans would pay more out-of-pocket for choice in configuring benefits to meet their personal needs."

By explaining benefit changes, enacting plans that fit employee need and involving employees in benefit programs, the confusion may subside.

## Blue-Collar Workers: New Victims of Heart Disease

No longer is the stressed-out, middle-class executive the top candidate for heart disease. Studies suggest that blue-collar workers, who may smoke more, exercise less and eat more junk

food, will be the typical victim of heart disease in the 1990s, according to the *Wall Street Journal*.

Although companies have begun making preventative health programs available to more wage-earning employees, health specialists say efforts are not working to combat the problem, mainly because most programs appear to be geared to managers and white-collar workers. "We're not doing too hot in reaching blue-collar workers—nobody is," says Lois G. Michaels, executive director of the Health Education Center, Pittsburgh, Pennsylvania.

According to the Heart Association, the cost of treating heart disease in the United States in 1987 will be about \$71 billion, not counting an additional \$14.2 billion in lost output due to disability. About 25 percent of those expenses will be paid by company-sponsored health plans.

There are a number of obstacles in programming for blue-collar workers. First, health screening may be viewed as a threat to unhealthy workers fearing dismissal. Secondly, time-clock punchers have less flexibility in their hours. It's difficult for a large number of workers to use company facilities during the same lunch break. Lastly, workers often dismiss wellness programs as smoke screens that obscure health threats such as toxic chemicals and poor lighting.

There is evidence of growing labor support for work-site wellness programs that union representatives have helped to implement. A number of corporations have been successful in creating programs for blue-collar workers, maintaining participation and reducing health-care costs.



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# High-Risk Adventure Activities

# Programming Options

Jane E. Kaufman and Bruce I. Lazarus



**I**magine . . . jumping off a cliff and rappelling down a 60-foot rock face or racing through whitewater in a canoe, raft or kayak! While many people cringe at those thoughts, others—for various reasons—are actively seeking adventuresome recreational pursuits. In fact, the demand for adventure activities, due to a growing, more urbanized, mobile, and affluent population, is expected to continually increase. What is Outdoor Adventure Activity?

Outdoor adventure activities (i.e., high-risk activities, challenge programs, or thrill sports) include pursuits that provide meaningful human experiences in relation to the natural environment. A certain amount of risk, exploration, and travel is present, along with an element of competition between the individual and the environment. Activities which fall into the adventure group include, but are not limited to, rock climbing, mountaineering, spelunking (caving), whitewater canoeing, scuba diving, hang gliding and skydiving.

## REASONS FOR ADVENTURE ACTIVITY PARTICIPATION

Why do people do what they do for recreation? Research has suggested that leisure choices are based on satisfactions received from the leisure experience. These satisfactions have included enjoyment, companionship, relaxation, personal growth and expression, excitement, health and exercise, skill mastery, change from employment, community, and role expectations.

P. W. Darst, author of *Outdoor Adventure Activities for School and Recreation Programs*, suggests three major reasons for adventure activity participation. The first reason is personal and "individual-specific." Some personal reasons for participation might be to have a new experience, to develop a sense of accomplishment, or to provide an opportunity for physical fitness. Specific satisfactions/rewards will vary, based on the activity.

A second reason for activity participation is more pragmatic. Adventure

activities are often low cost, with minimal financial investment needed. This enables many individuals to participate without undue economic hardship.

Social/psychological aspects provide additional reasons for partaking in high-risk adventure programs. In recent years, various populations have used adventure activities to help meet group goals. For example, intensive wilderness backpacking trips have provided freshman college students with opportunities to develop social networks, while similar adventure experiences with

juvenile delinquents have afforded them the chance to improve self-concept.

Adventure programs have also been utilized by corporate management teams to build trust, confidence and cooperation among employees. Research has suggested that 88.6 percent of the corporate outdoor adventure participants surveyed felt better prepared to handle work after participating in the adventure course. Furthermore, another study found that the overall employee turnover rate at one major corporation was 8.4 percent, while employees who attended an adventure course moved on at a far slower annual rate (1.7 percent).

## PROGRAMMING OPTIONS: LEVELS OF OPPORTUNITY

A variety of options for providing adventure programming are possible in employee recreation and services departments. However, factors such as financial constraint, employee knowledge and skill, liability exposure, and available staff time must be considered when programming. A description of levels of programming opportunities is provided in the chart on page 12. This information can provide initial guidelines in determining the feasibility of adventure activity programming within the corporate setting.

## PREPLANNING FACTORS: LEGAL ISSUES

Negligence can be defined as not providing or living up to the standard of care required for the situation. If an employee who undertakes a high-risk adventure activity has some harm come to him/her, who is at fault? Can the company recreation department be held financially and legally responsible for the harm? The answers to these questions depend upon a variety of factors. Before answering, however, another question must be considered. In which level did the activity take place? This



*Photo by Robert Franzese of Aerial Dimensions, a skydiving training facility in Sandwich, Illinois*

is a key issue in determining the extent of liability.

**Levels 1 and 2:** (see chart) The company recreation department is acting as an intermediary between their employees and "outside" recreation professionals. In this role, the recreation department is being exposed to a minimum of liability, since it is not providing for or making claims to expertise in the adventure activity. The control, coordination, and supervision of the program falls to those "outside" professionals who are actually operating the program, and it would be their responsibility to ensure a safe activity.

Furthermore, within the level 2, the company recreation department is providing a meeting place only. This minimizes liability, since responsibility lies with the "outside" professional. However, the company recreation department

must be sure to contract with *qualified* professionals who hold appropriate certifications.

**Level 3:** When the company recreation department provides equipment—whether free or at a rental fee—it increases its liability. In the capacity of equipment supplier, the department implies that the equipment is safe. If, for example, rented scuba gear malfunctions and an accident occurs, the renter of the equipment (in this case, the company recreation department) may be held responsible, since it is not providing an adequate standard of care, i.e., providing equipment free from defects. Also, there may be additional liability for providing both proper maintenance to equipment and proper training in equipment use. The standard of care required of the company recreation department would be the same

# Levels of Programming

	LEVEL ONE	LEVEL TWO	LEVEL THREE
	Resources for Referral	Informative Programs	Equipment Rental
Description	Provision of program brochures from outfitters, listing of pertinent national organizations, brochures from equipment manufacturers; possibility of developing resource files or computerized data base listing local opportunities.	Provision of noon-hour talks, after-work seminars or intensive workshops on topics related to adventure activities, e.g., equipment selection, skill development.	Provision of selected outdoor adventure equipment available to rent for a nominal fee.
Employee Knowledge and Skill Level	Minimal.	Capability to screen speakers for assuring their expertise on the topic.	Extensive. Must have <i>thorough</i> knowledge of the equipment being supplied: how to use it properly, how to repair it, etc.
Staff Time Commitment	Minimal.	Minimal.	Moderate to extensive. While actual rental time may not be time-intensive, explaining proper use of equipment, maintaining inventory records, and providing equipment maintenance are very time-consuming.
Financial Constraints	None.	None to minimal. Many stores and outfitters will provide guest speakers without the need for remuneration.	Minimal expenditures after initial capital expenditure of purchasing equipment; operating expenses offset by rental fees.
Liability Exposure	Minimal.	Minimal.	Moderate.



# Opportunities

## LEVEL FOUR

### Independent Adventure Activity Clubs

## LEVEL FIVE

### Contracting with Outfitters for Group Rates

## LEVEL SIX

### Programs Conducted by Employee Recreation and Services Departments

Provision of support services (e.g., meeting room, publicity) to clubs organized within the company.	Providing adventure activities and trips through contracting with appropriate outfitters and tour operators.	Departments plan and provide all aspects of the adventure activity program.
Minimal.	Moderate. Must be sure that credentials (certifications: outdoor, first aid, etc.) of outfitters are sufficient and appropriate. Secure competitive price while still maintaining quality.	Extensive. Knowledge and skill must be expert for the <i>specific</i> activity planned; must have proper credentials/certifications.
Minimal to moderate. The initial development stage of club formation will require more intensive staff time and support; however, once the club is established minimal time is required.	Moderate; must check reliability of the outfitter.	Extensive for both pre-activity and during the activity; must ensure proper/safe staff-to-participant ratio.
None to company. Club dues/membership fees used for expenses.	None. Cost of trip met through program fee or subsidized through company.	Moderate, due to staff time.
Minimal-moderate.	Minimal.	Extreme.


standard of care required of a professional outfitter. Thus, the recreation department that rented the scuba gear would be expected to act in the same manner as that of a professional dive shop in handling the equipment.

**Level 4:** Programming through independent adventure activity clubs, as indicated in level 4, would subject the recreation department to minimum liability. Similar to levels 1 and 2, the company is only providing a setting where employees may come together on their own for recreational activities.

**Level 5:** Contracting with qualified outfitters exposes company recreation departments to minimal liability. Within this level, the recreation department is taking advantage of group purchasing power, *not* providing equipment, supervision, or coordination of the adventure activity. Therefore, the department would have minimal responsibility for ensuring safety to participants.

**Level 6:** High-risk programs conducted directly by employee recreation departments would have the greatest exposure to legal liability. The department would be accountable for providing the standard of care required of the situation. This includes, but is not limited to, proper supervision of participants, adequate training of staff, and correct use of equipment. Additionally, standard of care would include planning for any emergencies that could possibly arise.

Although adventure activities have elements of risk associated with them, they need not be shied away from because of legal concerns.

Through outdoor adventure activities new opportunities become available to enhance the quality of life. Individuals develop an increased awareness of self, families develop a sense of togetherness, and all participants develop an appreciation and respect for the out-of-doors. 

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Jane E. Kaufman is an Assistant Professor in Recreation and Leisure Studies at Purdue University. Bruce I. Lazarus is an Assistant Professor in the Department of Restaurant, Hotel, and Institutional Management at Purdue University, West Lafayette, Indiana.



Photo by John Munger of Spirit Whitewater River Trips, Penngrove, California



# Precautions Against Liability

by Roger J. Spacht

**B**usiness organizations today provide leisure-related benefits for their employees. Vacations have been expanded to paid sabbatical leaves, lunch and coffee breaks to fitness breaks, and company picnics to group vacation opportunities. More recently the addition of fitness and health maintenance programs has enhanced the position of both employer and employee. Such programs have resulted in fewer sick days and less money being expended for health care.

A few companies have seen positive benefits from employees participating in adventure programs. Mutual benefits are visualized, developing in the employee the essence of risk-taking, sequential problem-solving ability, recognition of indicators of stress, and/or increased resourcefulness. Adventure courses offer the employee personal satisfaction while improving the essence of the business environment.

Corporate administrators have recognized change in the 80's. New methods of decision making, advanced technology in communication, higher cost for energy and development, and changing social values are just a few of the new dilemmas. Some evidence indicates that because of an adventure experience, these employees may have an advantage over others in coping with such change. The question that is raised among many organizations is not whether to supply adventure opportunities but how to offer them, especially regarding the standard of care necessary to protect an employee.

Fitness facilities, common in many

corporate environments, can be easily controlled. The programs and necessary equipment are often within the business facility. Activities can be managed by trained personnel, employee workouts can be carefully monitored and supervised and supportive health care can be provided by trained medical personnel.

But what about the adventure program? A special facility may not be necessary because adventure programs are held in natural areas, and how can the natural environment be monitored safely? How can an employer find and hire qualified personnel to operate adventure programs? And most important, what measures can be taken to ensure the safe operation of an adventure course?

Existing adventure programs, such as Outward Bound, Inc., a recognized program which offers adventure courses for corporate personnel, are experiencing insurance rate increases of up to three to four hundred percent, making it more expensive to offer adventure programs unless insurance coverage is decreased.

Rates have increased in spite of a lack of claims. Courts more often find for the plaintiff when man has created an unnatural hazard, or altered natural ones. In these cases there is greater likelihood of liability than exists for injuries arising in wilderness back country areas. There exist less "hidden perils" caused or developed by man in natural areas. But, if an accident were to occur, a lawsuit could result in liability in the absence of insurance. A

safe, yet realistic, alternative is for corporations to control their own adventure programs.

## ADVENTURE PROGRAMS AND LIABILITY

Corporations are concerned with regard to product liability and on-the-job safety of employees. By adding services for employees the corporation must protect itself, especially in terms of negligence and liability. Whether offering adventure courses or fitness opportunities, the corporate sector should follow accepted practices for protecting itself and its employees. By closely monitoring hiring practices, by seeking certified professionals and by supplying periodic opportunities for additional training of course leaders, good management prevents legal problems.

Recent court cases have evolved from tort actions. The more popular tort litigations have either involved failure to adequately supervise, failure to competently and adequately instruct or failure to warn of known dangers. A tort is the breach of duty owed another person; courts often award damages or other means of compensation, such as punitive settlements.

Torts can be intentional or unintentional. Intentionally and directly providing interference or a wanton and willful act which may cause damage usually result in areas of assault, battery, libel, slander, and invasion of privacy. Unintentional torts involve the conduct of a person and whether the person was negligent. In most tort ac-

tions involving any recreation and leisure activities cases have been based upon negligence.

Negligence is the unintentional breach of a legal duty causing damage which was reasonably foreseeable. When a person takes part in an adventure program some type of contract usually has been agreed upon. To determine negligence a court will weigh the following:

- A duty owed, or an obligation to protect a participant from unreasonable risk;
- Failure to perform a duty in an appropriate and accepted standard of care;
- The breach of duty must have been the proximate cause of harm;
- Actual harm or damage must have been present.

All elements must be proven for the plaintiff to recover.

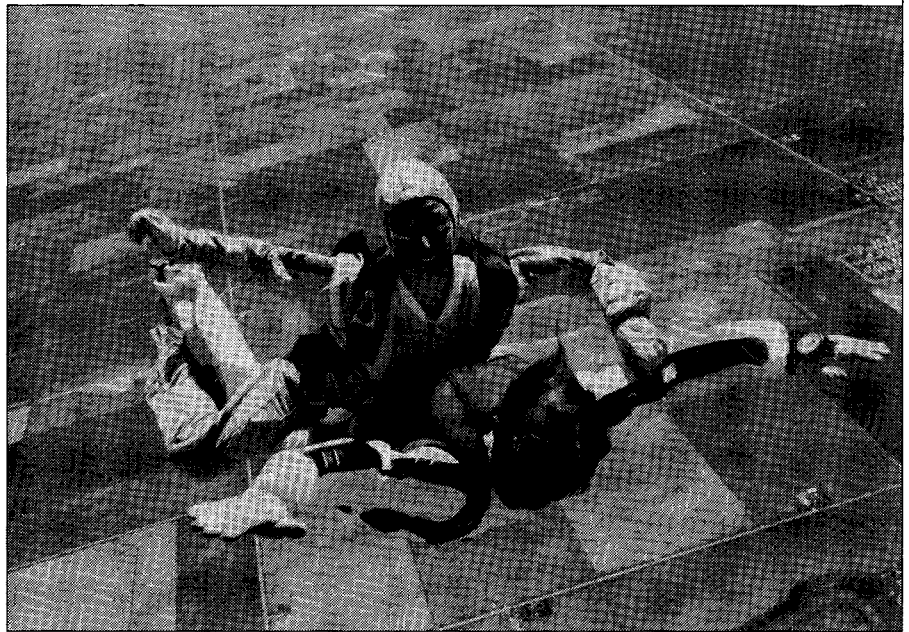
The four commonly used defenses against negligence are:

- Contributory negligence: When the claimant has contributed to his own injury;
- Assumption of risk: Known dangers which claimant assumes in order to participate;
- Lack of proximate cause;
- Other elements of negligence not proven.

Defense may be nonexistent due to mental capacity, in terms of knowledge understood, age, and expertise.

It must be shown in court that a duty to the injured existed. Often there is little difficulty in finding a duty owed. The program instructor acknowledges immediately a duty when he accepts the role of leading and directing a group. It is important that the program leader have some type of certification, preferably from a professional group (e.g., the Wilderness Education Association), and the instructor should remain abreast of new developments and changes in instruction procedures. The following questions need to be answered:

- Are program leaders certified; if so, by which organized and accepted body?
- Are leaders provided supplemental training?



*Photo by Robert Franzese, Aerial Dimensions*

- Are the procedures for hiring leaders adequate?
- Are leaders given the opportunity to attend training seminars?
- Do leaders have other expertise, i.e., wilderness medicine training?

When participating in any program, whether outdoor adventure or fitness, the participant voluntarily assumes an interpersonal relationship, much as he would with a lifeguard at a pool, for the participant's learning and safety. The law requires a duty for a positive action to protect, which can mean to afford proper supervision and provide rules and regulations in a manner and level understood by the participant. Fortunately the program leader is not seen as one who will completely prevent harmful acts and foresee and guard against all natural hazards.

Instructors must be aware of the invitee status of program participants; persons are participating by invitation. However, reasonable care to protect must be exercised. To ensure safety of participants the following should be established:

- Persons participating have had physical examinations by a qualified physician. Activities must be limited to those mature, physically able, and expert enough for the specific activity.

- A personal consent or assumption of risk form has been completed which acknowledges some acceptance of risks involved and a choice to participate.
- Adequate personal equipment is suggested for each participant and/or supplied at the program site.
- A level of physical fitness is attained or measured prior to participation in any outdoor activity to gain understanding of personal limitations.
- Risks of the program must be explained; one must be informed of risk involved and a choice to participate allowed.
- Qualified professional leadership is supplied.
- Equipment is checked periodically and records kept for equipment maintenance and safety of the participant.

Outdoor leaders should have an understanding of the participant's ability for personal safety. A brief medical history allows the manager of the adventure program to understand personal limitations and safety needs of the participant. Through this process the leader can begin organizing a graduated sequence of activities patterned upon the general abilities of the group in the course.

The "act" and performance of the

“duty” by outdoor leaders requires explanation. Earlier, when negligence was discussed, the terms intentional and unintentional acts were explained. Generally in outdoor adventure courses negligence is unforeseen and unintentional. This is different from another act with strict liability, or acts that are ultra-hazardous, such as fireworks and working with wild animals. In adventure programs the “risk” is generally a perceived notion and activities are not hazardous. Persons must assume some normal risks to participate in many activities. Some activities could be considered risky if proper instruction and equipment, such as that for rock climbing or winter travel, were not provided.

Unintentional acts are instances when the outdoor leader does not wish to bring about consequences, nor does he/she believe they will occur, but in fact the consequences could be foreseen by a reasonable and prudent professional in some situations. A trained outdoor leader has no reason for failing to see consequences based upon carelessness, bad judgment, ignorance, or inexperience of a participant during a course or activity. The leader must protect against unreasonable risk.

To limit the risk and to minimize the commission or omission, known as misfeasance, proper supervision must be maintained. This basically means that the course leader must:

- Maintain control of participants in the course, including a measure to protect other participants.
- Make sure a participant has sufficient mastery of a skill before progression to the next stage in learning.
- Provide close supervision.
- Follow standards approved by the program director and the professional certifying organization.
- Match participants by competency when possible.
- Conduct periodic evaluation of instruction adequacy.
- Provide warning of dangers or risks at appropriate time.
- Have periodic check of safety devices and instruct participants to complete self- and partner-checks.

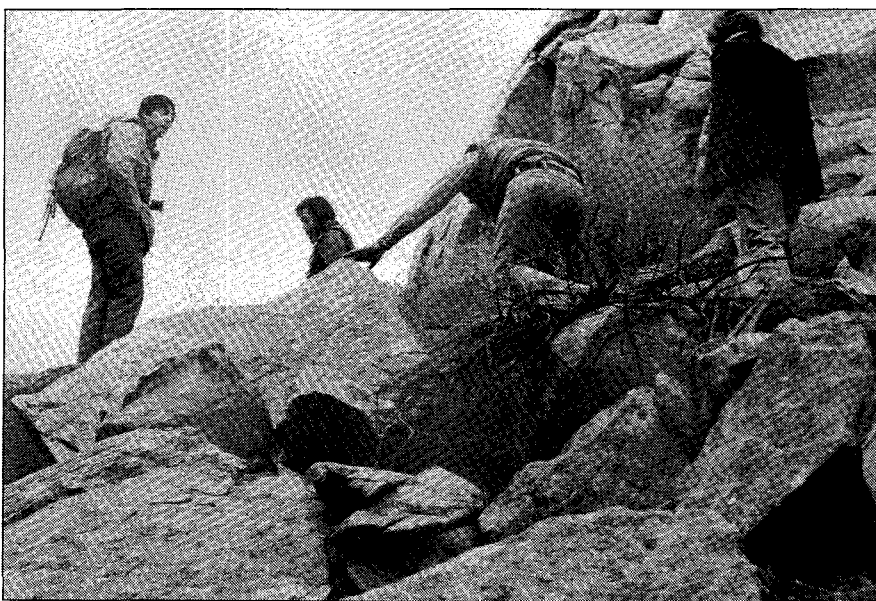
## Precautionary Measures

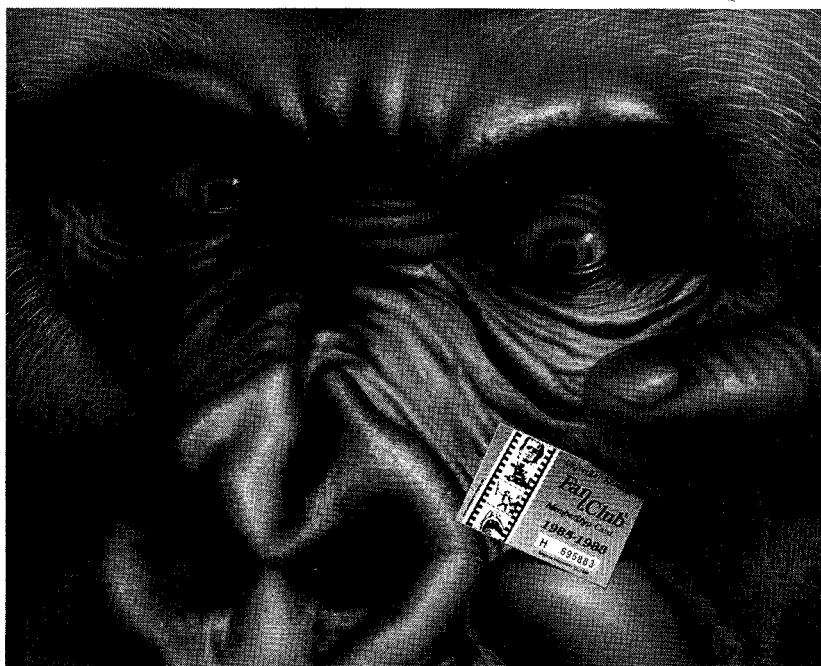
If an accident were to occur to a participant while on a course, the following may be suggested in order to minimize the likelihood of suit, assist in a defense, or minimize potential claim.

- Render immediate first aid and follow designated rescue procedures.
- Notify other authorities; ranger, course administrators, etc.
- Notify insurance carrier or attorney.
- Do not make incriminating remarks; i.e., “I am sorry, it was my fault.”
- When reporting incidents stay within the facts.
- When performing any action or aid, do so competently; the law imposes a duty for appropriate action.
- Morally a leader may feel responsible, but that does not make him legally liable.

Other defenses against lawsuits are:

- Conduct periodic staff training, especially in accident and rescue procedures.
- Increase competency in supportive areas, such as first aid or cold-weather training.
- Conduct safety lessons with course participants.
- Continually practice among course leaders accepted rules and regulations for conducting groups.
- Establish and follow accepted first aid, search, rescue, and evacuation procedures when necessary.





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## Precautions . . .

- Enforce safety rules, and follow such practices; e.g., establish individual, partner, and group inspection of climbing harnesses.
- Conduct periodic check of environmental conditions and changes which may affect areas to be used; i.e., weather patterns, flood damage, erosion, etc.
- Record and report immediately upon return to base area hazardous behavior by participants.

In actual supervision, two classifications exist; general and specific. General supervision is, for example, when the leader is teaching or addressing the entire group. Supervision becomes specific when the instructor's attention is turned to a particular individual involved in an activity. Leaders must be reminded not to ignore the group while working with one individual. The transition from general to specific supervision can be critical, for example, during whitewater canoeing instruction proceeding from calm to fast-moving water. When specific supervision is necessary, attempts should be made to keep the remaining group stationary.

Program administrators must keep in mind that records are a strong defense. Require program leaders to complete a daily log of activities, accident forms when necessary, and "near miss" forms if the situation is warranted.

Because risk is a factor that often presents a challenge, the rewards of high-risk recreation programs are many. Corporations can reap the benefits of employees who are able to face challenges and control risk whether in the workplace or facing a one-hundred foot rock climb. By knowing what precautions to take and how a court will view them, liability is an issue employee services and recreation managers need not fear.



*Roger J. Spacht, Re.D., is a member of the faculty at the University of Delaware; College of Physical Education, Athletics, and Recreation in Newark, Delaware. He is currently researching the impact of adventure programs in corporate environments.*

# Coping With Trade Show Overload:

## *Strategies for Participants*

by Audrey J. Mahler and Ann Duke

**W**hether you are planning to attend a national or regional conference, a chapter vendor fair or a trade show; it is important to plan ahead to obtain the most information possible. The following article presents a model for setting goals, planning a strategy, implementing the plan and measuring the results.

Each year, you and others from your organization attend trade shows and conferences to keep current with trends in your industry. Have you ever thought about what you get out of these shows? Have the workshops that promised new approaches and innovative techniques lived up to their promises? In short, have you gotten the most for the time and money you invested to attend?

Think about the last trade show or conference you attended. Was your experience anything like Fred's? His first exposure to the latest software conference was a brochure that caught his attention as he glanced through the mail. Something about the titles of the sessions captured his interest and motivated him to spring for the registration fee. He signed up for the conference, recorded the time, date, and place, and promptly forgot about the event until the day before it began.

On the day of the conference, Fred treated himself to coffee and a blueberry muffin and then headed for the 8:30 session. It was interesting, but by 10:00 Fred was quite ready for the coffee break. He exchanged some industry chit-chat with other participants and pondered which of the 10:30 sessions



to attend. His choice made and another session over, Fred lunched with the other participants in the grand ballroom, relishing the beef stroganoff and chocolate parfait.

At 1:30, following the recommendation of someone at lunch, Fred found his third session. In fact, he had chosen all of his sessions for their snappy titles or according to others' recommendations. By the end of the day, he had picked up a few interesting ideas, but he wasn't immediately struck by their applications to his company, nor, when he thought about it, could he come up with any real connections to his work.

Fred spent the rest of the afternoon

in the exhibit hall, bouncing from booth to booth, confronted by talking robots, Charlie Chaplin imitators, and smiling sales reps. The noise of hawking voices and the frenzy of flying brochures assaulted him, and, overwhelmed by the myriad of products and approaches, he quickly sought refuge in the closest hospitality suite. For the small price of listening to yet another sales pitch, he indulged in free cocktails and hors d'oeuvres while catching up on the latest industry gossip.

When Fred returned to the office, his colleagues asked, "Well, how was it?" Fred responded, "Oh, it was pretty good—I learned a couple of things, and I had a great time at the hospitality suite."

But did Fred get the most for his time and his dollar? And do you get the most for yours, when you attend shows and conferences? If the salespeople who man the booths improve their results by setting goals for their trade show time, how can the trade show pedestrian set goals to maximize the return on dollars and time invested?

A model used to train salespeople to set goals and prepare for effective selling in the trade show environment can also be used for participants. The model's four components can lead to successful participation and a high return on your company's investment in your registration.

- Setting realistic goals
- Planning a strategy
- Implementing the plan
- Measuring the results



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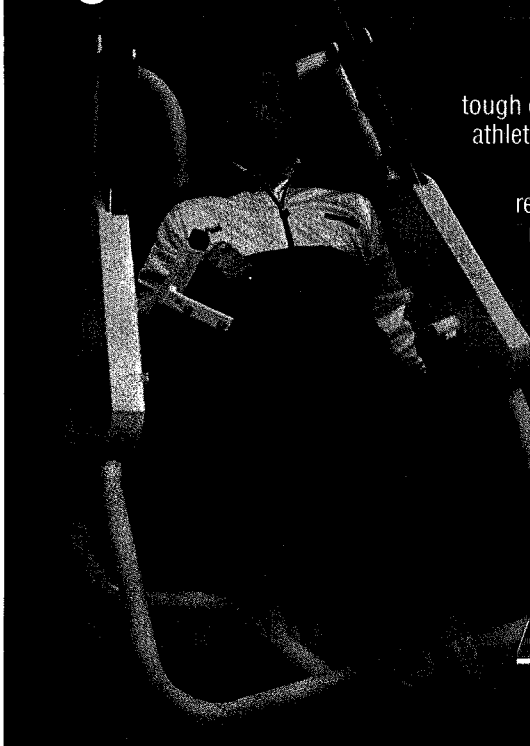
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# Trade Show . . .

How might Fred's experience have been different had he followed these steps?

## SETTING GOALS

Fred's purpose for attending the software conference was unclear. Since his goals were vague, so were his results. Fred knew he was interested in certain session topics listed in the conference book, but he failed to target his needs. He heard interesting information, but he could not assess its impact back on the job. Fred also neglected to consider other aspects of the show that might have been meaningful to him. He did not think about the product applications, current or new, that he could investigate for his company.

He did not regard the exhibit hall as an integral part of his attendance, but as an interesting but hardly necessary sidelight. Also, he did not use the show strategically, as a forum for talking with industry peers and associates. He indulged in casual industry gossip, which can be informative, but he could have learned much more if he had focused on obtaining more comprehensive information.

When setting your goals for a trade show you plan to attend, use the goal setting form in Figure 1 to help jog and clarify your thoughts. After reviewing the listed items, you will be on your way to a more valuable and rewarding trade show experience.

## PLANNING A STRATEGY

This step takes some time. Investigate the conference in depth before you attend. Fred let himself be attracted by sessions with catchy titles, but if he had spent more time planning, he might have reaped a greater benefit. Fred should have determined the level of industry expertise of the session he planned to attend. Workshops, by nature, are generic. It is difficult in an hour or two with a mixed audience to present information which is company-specific or technically in-depth. Most sessions are broad-brushed overviews intended to pique your interest for more. If you

## Guidelines for Successful Participation

### Set goals for attendance

- Emphasize the importance of justifying attendance.
- Identify the expected results.
- Demonstrate your commitment to helping accomplish these goals.

### Identify current areas of interest

- Company projects (current and future)
- Company goals
- New products or vendors
- Industry gossip

### Delegate the tasks

- Identify specific people or companies your representatives should visit.
- Tell your representative what to look for.
- Include the representative's personal/professional goals.
- Agree on a plan for the best use of time.
- Communicate your expectations clearly to avoid disappointing results.
- Contract with the participant to ensure cooperation.

### Evaluate the results

- Did the participant meet the agreed upon goals?
- In what ways was the show valuable?
- Did the participant get the desired information?
- If the participant did not meet the goals, why not? Was the show lacking, or did the participant miss important points that you had identified?
- Bring a bag for collecting information, but take only that information that really interests you.
- Sort the information you collect each day. Bring manila folders with you to categorize information and session notes by topic, or so that they relate to current projects.
- If you are a serious prospect for some vendor, identify yourself as such. "Hot leads" get special attention. Tell the sales rep if you want a product demonstration, special appointment, or follow-up sales call at home.
- Compare your current suppliers with the competition.
- Seek out innovative products that may meet current or future needs.

Figure 1

# Trade Show . . .

have no knowledge of a particular topic, or if the approach is different, then the session might be valuable. However, if you are looking for more specifics, spend the time to investigate the session before you attend.

When you have checked off everything on your list, browse through the exhibit hall more casually. After all, you rarely have access to this much information under one roof.

You can call the conference coordinator or the speakers to get more information. You might ask some pointed questions. Will handouts be given? Is a reading list provided? Will there be time to get specific questions answered? Will the session address certain types of companies or certain levels within the organization? Do the workshop leaders represent companies whose products interest you? The answers to these questions will help you to choose the most appropriate sessions for your background and interest.

The exhibit hall provides another opportunity for you to use planning to your advantage. Almost everyone is overwhelmed with the confusion inherent in the variety of booths at most shows. Planning will help you get the most information for your available time. Fred, drawn by the various sales hooks and colorful displays, wandered aimlessly through the exhibitions. Sales people are interested in attracting prospects, but they are most interested in qualified prospects. You can help them do their job while serving your own purposes by planning your attendance at various booths and by communicating openly with the sales reps. Think about the booths you want to investigate.

Start with the mail. As you sort through the mail before the conference, control your first impulse to throw away anything that has an address label on it or was sent bulk rate. The direct mail marketing technique, a favorite among vendors, allows you to learn ahead of time what will be demonstrated at the show.

List the vendors and products you want to see. When you get your conference program book, browse through the vendor list and add others whose products might interest you.

## IMPLEMENTING THE PLAN

Your visit to the expo hall—or each visit, if the show runs for more than one day—should be planned as carefully as your use of the total time. The following tips should help you make the most of your hour or so in the hall.

- Prepare a list for each day of the exposition.
- Visit the most important vendors early while both you and the sales reps are fresh.
- If a booth is crowded, go on to the next vendor and come back later.
- Save your browsing for the latter part of the day when you are tired and losing concentration. There are other things you can do, as well, in order to carry out your plans as effectively as possible.
- Eat carefully before entering the expo so you don't run out of energy.
- Wear comfortable shoes and clothing—you'll be walking a lot.
- Carry paper and pencil, for noting additions to your original list, and to make other notes.

## SENDING SOMEONE ELSE

A manager who sends someone else to represent the company at a trade show or conference must prepare the participant before the event. Following and sharing these guidelines will help you help others to make the best use of time and money spent on trade shows.

## MEASURING THE RESULTS

At first, your results will seem much less tangible than those of a salesperson at the same show. You cannot count the number of potential leads you have discovered or the number of sales you have completed. However, you can

measure your results. Return to your original goal-setting sheet. Did you get the information you expected at the workshops? Will you be able to use the material with current projects of co-workers? What did you discover about your current vendors? Are you still getting the best product at the best prices, or are there new competitors in the marketplace that may better service your needs? Did you learn about exciting new products that can help you perform your job more effectively? Were you able to meet with industry peers to learn about new trends?

If, at the conclusion of a trade show, you are able to respond positively to any of those questions, your trip was worth the time and money. If the responses were negative, consider how you can improve your results at the next show. Perhaps you needed more time to investigate the sessions, or maybe the sessions did not match the descriptions in the conference brochure. Give feedback to both your management and the show's organizer. Conference and trade show planners are interested in knowing how to better meet your needs.

Trade shows and conferences provide an important forum for the exchange of information. But their value to you is directly related to the time you spend investigating and evaluating the application of the available information to your needs.

By following the salesperson's simple guidelines of setting goals, planning a strategy, implementing the plan, and measuring the results, you can get the most for the dollars and time you invest. Planning ahead can help you avoid the headache, heartburn, and overload of the trade show experience and replace the classic trademarks of weary body and painful feet with tangible benefits.



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# The Emerging Flexible Workplace

by Pamela A. Tober, editor



*New staffing demands among professionals have resulted in a trend toward using alternate work schedules. Hiring permanent part-time employees and offering a variety of flextime options are the most commonly used alternatives. Employee services and recreation managers should be aware of the need to accommodate these new categories of employees through possible changes in programming. Personnel managers need to understand not only the positive and negative effects of using these options but also to see how widespread the trend has become.*

## PART-TIME PROFESSIONALS: THE INCREASING SEGMENT

Today, for dual career couples who need more time for their children and older parents, for those who are pursuing further education, and for those who enjoy a more leisurely lifestyle, part-time work is the growing solution. There is evidence that professionals need and/or want flexibility in their work schedules. According to the Association of Part-Time Professionals (APTP), three million workers today are part-time professionals, and in the last decade their ranks have grown by 50 percent.

Most part-time professionals are well-educated and want to use their education and experience in a position that requires skill and expertise. However, they also have other responsibilities or interests that are important to them. They may be permanent part-time employees, working regularly scheduled 16-to-32-hour workweeks; they may be consultants, contractors, free lancers or at-home workers; or they may be employees of a temporary-help firm or technical job shop.

The August, 1986 issue of *Personnel Administrator* reports that one in five individuals in the United States is a part-timer. The majority of them is female (80 percent), at both ends of the age spectrum, and works in service industries and retail trade. Professional, technical and managerial personnel are an important segment of the part-time workforce. In 1985, one out of four part-time workers fell into this category.

The following, printed in *Personnel Administrator*, are findings from the recent survey of 1,600 American Management Association (AMA) members regarding the use of part-time employees:

- Thirty-four percent of the responding organizations use permanent part-time jobs, which are formal arrangements for people working less than

full time to obtain benefits of full-time employment.

- The most popular work alternative among those in existence for more than five years was permanent part-time work.

- Permanent part-time jobs are available to hourly workers in 64 percent of the responding organizations and to clerical and secretarial personnel in 66 percent of the organizations.

- A significant number of employers offer the part-time option to professionals and technical personnel (29 percent of responding organizations).

- Fewer employers permit supervisors and managerial personnel to work part-time: supervisors in 12 percent of responding organizations, middle managers in seven percent and senior managers in three percent.

## THE EMPLOYEE PERSPECTIVE

Why are employees turning to a flexible workforce? According to the AMA study, "there is a strong link between workplace innovation, product innovation, and superior financial performance." APTP reports that market pressures for a lean workforce, changes in employee demographics and growth in service industries are all sound business reasons for implementing a flexible work system.

Employers especially interested may be those in large corporations which are shifting into new areas of competence. Also, small businesses with seasonal market demands, high-technology firms facing shortages of critical skills, and newly established enterprises expanding rapidly are all examples of situations in which flexible workforces are valuable.

According to Diane Rothberg, PhD., president of APTP, there are six general benefits to employers:

- **Retain valuable employees.** At the point that maternity leave is requested, employers should take this opportunity to discuss part-time scheduling. With a part-time arrangement the employee may be able to return to work earlier.

Also, instead of having a valuable employee choose between work and children, employers can save hiring and training costs and maintain continuity of effort by retaining the employee on a reduced work schedule. Profitable options may also include using phased retirement of older professionals into part-time schedules. Retaining a retiree on an independent consulting basis is another alternative.

- **Increase productivity.** Specific projects and reduced work schedules discourage the waste of time. Typically, part-time professionals feel pressure to complete a full-time workload on part-time hours and pay. According to Rothberg, "They are more focused, more concentrated in their work; they tend to be absent and tardy less often than full-time workers. They know it is more difficult to find part-time professional jobs, so they put their best foot forward."

- **Attain greater flexibility in work assignments.** In a time of crisis, employers can extend the hours of a part-time worker rather than overload a full-time worker and also avoid overtime pay. In some cases employers can staff peak business periods more adequately and extend hours of service. Also, specific projects can be assigned routinely or on a one-time basis. Basically, part-timers can schedule their time based on the employers workload.

- **Upgrade employee skills.** Part-time schedules allow workers to update their skills through continuing education.

- **Match skills to job.** Instead of adding tasks for the full-time professional, who may not have the particular expertise for the projects, employers can use consultants for one-time projects and have them for whatever time the job requires. Employers may also work with specialized firms that contract out their own employees for specific projects.

## COST TO EMPLOYERS

Many managers considering part-time schedules ask the cost involved, in terms



of benefits, recruitments and record-keeping. Hewitt Associates, an international consulting firm specializing in employee benefits, recently surveyed 484 firms that use regularly scheduled employees on a part-time basis. The following results appear in the winter, 1986 *APTP National Newsletter*:

- The extent of benefits to part-time employees is closely related to the number of hours the employee works per week.

- Time off with pay is the benefit most frequently extended to part-time employees. Vacation pay is offered only slightly less frequently. The benefit least frequently offered is long-term disability.

- When benefits are offered to part-time employees, most companies provide the benefits on the same basis as to full-time employees.

- During the last five years the proportion of part-time employees to full-time employees has increased in 38 percent of the companies, decreased in 13 percent, and stayed about the same in the remaining 49 percent of companies.

The cost of recruiting part-time professionals is minimal because the supply does not match the demand. There is a shortage of part-time positions at the professional level. Developing a list of resources is the best way to keep costs down.

Record-keeping costs are also negligible. Use of a personnel system that prorates salaries and benefits can min-

Type of Benefit	Full-Time	Part-Time Hours Regularly Worked Per Week		
		30 or More	20 to 29	Less than 20
1. Medical benefits (employee coverage only)	99%	73%	49%	13%
2. Medical benefits (dependent coverage)	99%	71%	48%	12%
3. Dental benefits (employee coverage only)	87%	59%	40%	10%
4. Dental benefits (dependent coverage)	86%	58%	38%	10%
5. Life insurance	99%	66%	43%	11%
6. AD&D (accidental death/dismemberment)	91%	58%	37%	8%
7. Paid sick leave	90%	62%	51%	23%
8. Other short-term disability benefits	79%	46%	30%	12%
9. Long-term disability benefits	89%	49%	25%	6%
10. Paid holidays	100%	85%	77%	46%
11. Paid vacation	100%	84%	75%	41%

—Provided by the Association of Part-Time Professionals from Hewitt Associates

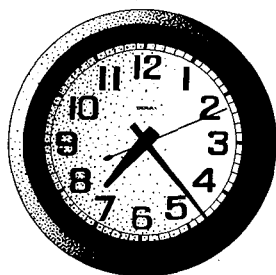
imize cost.

Overall, part-time professionals cost employers very little extra in benefits. *Employee Benefits for Part-Timers*, a *APTP* publication, reports that employers are recognizing that the productivity and advantages of using part-timers far outweigh the drawbacks of minimal, additional expenses for taxes and record-keeping.

In a *U.S. News & World Report* interview, Diane Rothberg, stated "In

the 1990's a shortage of workers may develop and more older people will be available for work on a reduced schedule. They'll be in their 50s and in their 60s, healthy, skilled. Also, the 'superwoman syndrome' is going to subside, and more women will want to spend more time with their families. Rothberg believes the outlook for the next decade includes the growth of part-time professionals to increase "another 50 percent."

## FLEXTIME



Although flextime can be used in both full-time and part-time situations, it does not change the number of hours worked. Flextime basically allows an employee to choose starting and quitting times within the limits established by the employer.

According to the 1986 *AMS Flexible Work Study Survey*, a publication of the Administrative Management Society (AMS), the use of flextime by U.S. companies is continuing to increase. At

the close of 1985, AMS surveyed 308 U.S. companies varying in size, industry and region. Of the 308 companies, 28 percent use flextime and five percent are considering it. Results indicate that of the 28 percent, the most common "core period," when all employees must be at work, is 9 a.m. to 4 p.m.

A number of variations can be offered under the concept of flextime. The following definitions appeared in

## USE OF FLEXTIME—BY INDUSTRY

Business & Human Services .....	35%
Banking/Financial/Insurance .....	27%
Manufacturing/Processing .....	27%
Retail/Wholesale Sales & Distribution .....	5%

Over one-third of companies in the business and human services sector of the economy have adopted flextime plans. Such companies include government agencies, educational institutions, employment services, publishers, consulting firms, medical institutions, and nonprofit organizations. Flextime is low in the retail sector, however.

## USE OF FLEXTIME—BY COMPANY SIZE

Large (over 10,000 employees) .....	56%
Medium Size (1,001-10,000 employees) .....	33%
Small (101-1,000 employees) .....	21%
Very Small (under 100 employees) .....	25%

Over half of large corporations have adopted flextime in their work schedules.

*Reprinted from the 1986 AMS Flexible Work Survey with permission of the Administrative Management Society, Willow Grove, Pennsylvania 19090.*

### New Work Schedules in Practice:

**Flexitour**—Employees choose their daily starting and quitting times and must stick with their choices for a certain period. Employees under this plan work a full day's hours every day.

**Gliding time**—Employees can vary their starting and quitting times daily, though they must still work a full day's hours as determined by their employers.

**Variable day**—This schedule allows credit and debit hours, an arrangement where an employee can work six hours one day, 10 hours the next, seven the next, etc. The main requirement is that employees work the required total number of hours for the week or month.

**Maxiflex**—Credit and debit hours are permitted with this arrangement and core time is not required on all days. An employee could work the week's total

hours in four days instead of five, and gain an extra day off.

**Compressed workweeks**, another option, allows employees to work full-time but put in less than five days per week. Typically employees may work four days of the workweek, 10 hours a day or three days with 12-hour days, or even four-and-one half days a week with four nine-hour days and one four-hour day. The combinations are many.

A 64 percent majority of the firms surveyed by AMS use the traditional five-day, 40-hour plan, with employees working five eight-hour days. However, according to a recent survey of 1,600 members of the American Management Association (AMA), 42 percent of the entertainment and recreation services industry used a compressed workweek. Other industries include medicine and healthcare at 31

percent and government organizations at 29 percent.

The pros and cons of such options are important to companies interested in offering flextime programs. The responding companies surveyed by AMS each gave three most significant advantages and disadvantages of flextime. The following have been weighed and tallied and are listed in order of importance.

### Advantages:

- Improves employee attitude and morale
- Accommodates working parents
- Results in fewer traffic problems—workers can avoid congested streets and highways
- Increases production
- Decreases tardiness
- Accommodates those who wish to arrive at work before interruptions begin
- Facilitates employee scheduling of medical, dental, and other types of appointments
- Decreases absenteeism
- Accommodates the leisure-time activities of employees
- Decreases turnover

### Disadvantages:

- Lack of supervision during all hours of work
- Finding key people unavailable at certain times
- Causes understaffing at times
- Accommodating employees whose output is the input for other employees is a problem
- Inability to schedule meetings at convenient times
- Employee abuse of flextime program
- Keeping track of hours worked or accumulated is a problem
- Planning work schedules is difficult
- Inability to coordinate projects

Employers using alternative work arrangements have generally been pleased with the results.

The increasing number of employees with wide-ranged non-work responsibilities welcome flextime because their time is a highly valued commodity. ☺





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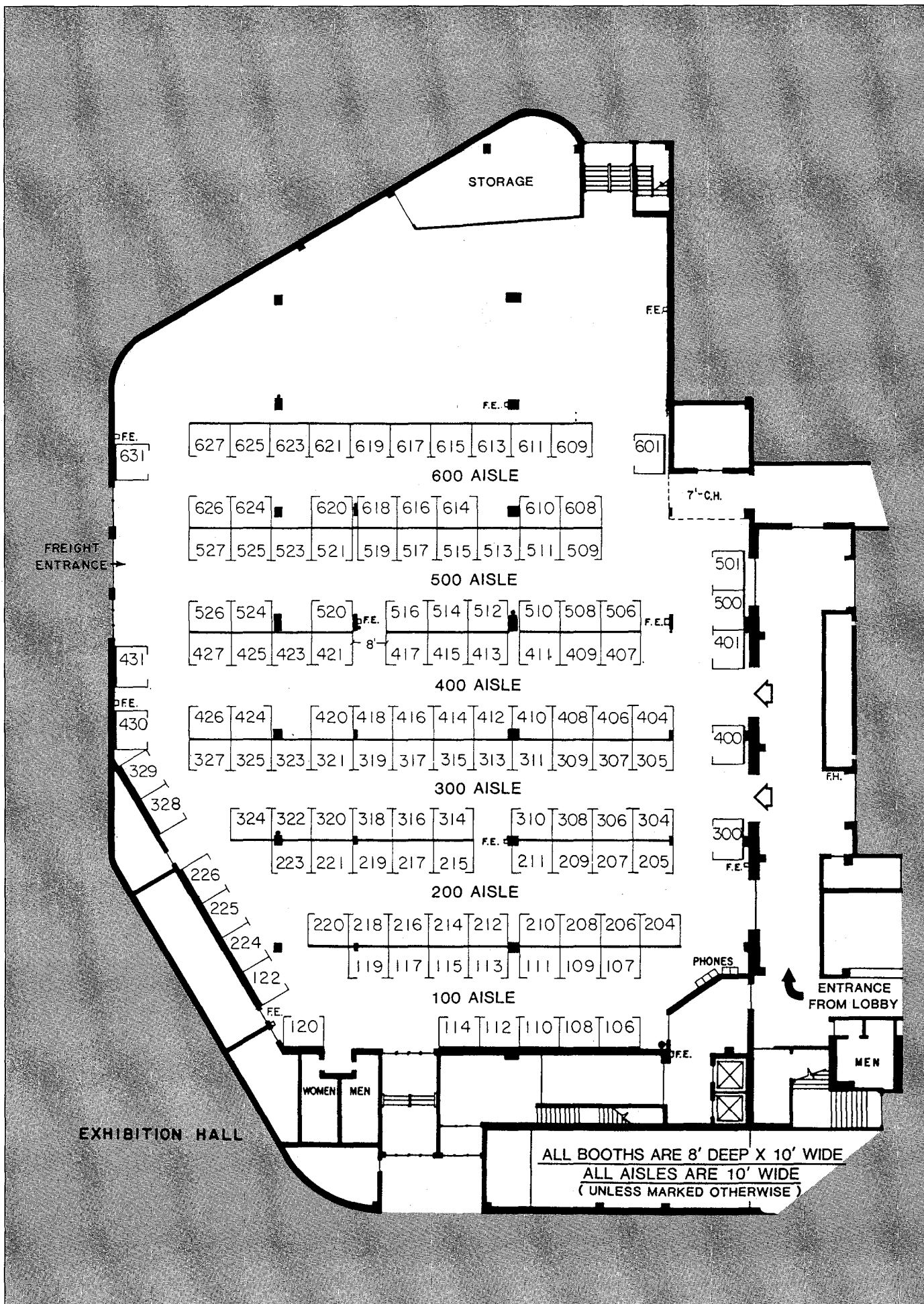
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# NESRA

## 1987 Conference Exhibitors & Floor Plan

Booth Number	Exhibitor				
106	Bermuda Star Line	307	Grandma's Fruit Cake	414	Attractions, Inc.
107	Desert Resorts Conven- tion & Visitors Bureau	308	Palm Springs Aerial Tramway/Palm Desert Resort	415	Kentucky Educational Television, KET
120	Boyd Group Hotels & Casinos	309	Bostonian Shoes	416	Stroh Brewery Company
204	American Bowling Congress	310	U.S. Chemical Corporation	417	Swissair
205	Bronson Pharmaceuticals	311	Kraft Packaging Corporation	418	Entertainment Publications, Inc.
206	Swersey's Chocolates	313	Kings Island	420	M. Liman
207	Embassy Suites Hotels	314	Hydra-Fitness Industries	423	National Rifle Association
208	Howard Johnson Fountain Park Hotel	316	Hydra-Fitness Industries	424	S&S Arts & Crafts
209	Guardian Photo, Inc.	317	Recognition Concepts	425	World Wide Games
210	Henry Ford Museum & Greenfield Village	318	Colorcraft Corporation	426	Marcy Fitness Products
212	Multi Photo Services	319	Velva Sheen Mfg. Company	427	Clarion Hotels
215	Universal Studio Tours	320	J & B Foam Fabricators	431	Marcy Fitness Products
217	Vacations International, Inc.	322	Executive Villas/Regency Suites	500	Clarion Hotels
219	GEAR for Sports	323	J. DeBeer & Son, Inc.	501	Sands Hotel Casino & Country Club
221	GEAR for Sports	324	Club Industry Magazine	508	Fun Services National Headquarters
223	Brunswick Recreation Centers	325	Marcy Fitness Products	509	Fun Services National Headquarters
224	Sands Resort Hotel & Casino	327	Marcy Fitness Products	510	Catalina Cruises
225	Musco Sports-Lighting, Inc.	328	Windjammer Barefoot Cruises, Ltd.	512	Colony Plaza Hotel
226	Las Vegas Convention & Visitors Bureau	400	Safe Designs, Inc.	516	LSB Company, Inc.
300	Oneida Silversmiths	401	Queen Mary/Spruce Goose Attractions	519	Trans Global Tours
304	San Diego Zoo/Wild Animal Park	404	See's Candies	520	Universal Gym Equipment
305	American Brochure Distributing Company	406	Employee Photo Service	521	Hilton Inn Florida Center/ Hilton Inn Gateway
306	Angersbach International Tours	407	Westin Hotels & Resorts	609	Colony Hotels & Resorts
		408	Orlando/Orange County Convention & Visitors Bureau	617	Big Sand Lake Lodge, Ltd.
		409	Sea World, Inc.	619	American Photo Group
		410	Fox Photo, Inc.	620	Walt Disney's Magic Kingdom Club
		411	Certron Corporation	621	Walt Disney's Magic Kingdom Club
		412	Hinda Distributors	627	Holiday Inns, Inc.
		413	Florida Leisure		Wet 'n Wild, Inc.
					Biltmore Company





NESRA NAMES  
SAMUEL C. JOHNSON,  
CHAIRMAN AND CHIEF EXECUTIVE  
OFFICER OF JOHNSON WAX

# Employer of the Year



**J**ohnson Wax employs 20,000 persons worldwide, 2,500 at the company headquarters in Racine, Wisconsin. Four generations have headed the family-held, privately-owned business since 1886 when it was begun with a workforce of two men and two boys selling parquet flooring. It survived The Great Depression without laying off a single employee, and it has progressed through diversification of products to become one of the world's leading manufacturers of chemical specialty products. Today Samuel Johnson adheres to business practices of his predecessors, whose principles are expressed by H. F. Johnson Sr. in the following passage from a profit-sharing speech in 1927.

# The Rest is Shadow

*When all is said and done this business is nothing but a symbol, and when we translate this we find that it means a great many people think well of its products and that a great multitude has faith in the integrity of the men who make this product.*

*In a very short time the machines that are now so lively will soon become obsolete and the big buildings for all their solidity must someday be replaced.*

*But a business which symbolizes can live so long as there are human beings alive, for it is not built of such flimsy materials as steel and concrete, it is built of human opinions which may be made to live forever.*

*The goodwill of the people is the only enduring thing in any business.*

*It is the sole substance . . .*

*The rest is shadow!*

—H. F. Johnson Sr.

**W**alking through the doors of the Johnson Wax administrative building, you find yourself in an atmosphere that can't be described in just a few words. At first, you may simply be in awe of the unique architecture: the many columns placed throughout, extending to meet the high ceiling; the dramatic balconies swooping from the upper level; the flowing curves of everything surrounding you. Then, the combination of the soft beige and Cherokee red color-scheme, enhanced by the natural light diffused through windows with glass tubing, appeals to your senses, in this restful, spacious environment.

Although the building is a national historic landmark and has been hailed as one of the most architecturally significant business structures in the world, the real significance is not the building, itself. Instead it is the philosophy behind it. Samuel Johnson recalls asking his father why he didn't choose an ordinary office building. He said, "Anybody can do that. I wanted to build the best office building in the world, and the only way to do that was to get the

greatest architect in the world (Frank Lloyd Wright)." Hence, the building represents a sense of vision and attainment of excellence. It also illustrates that there is something special, creative and venturesome about the company. Above all, commitment to the employee is the something special. In fact, this is the basic philosophy established 100 years ago and still in practice today.

Management's concern for the employee has not only been maintained from the start, but it has been developed, making Johnson Wax "America's best" in terms of corporate fitness programs, according to *Runner Magazine*, and is listed in *The 100 Best Companies to Work for in America* by Robert Levering, Milton Moskowitz and Michael Katz.

*Employee Services Management* recently interviewed Sam Johnson to learn how such a large company has prospered by this commitment. From top-management philosophies, to human resource standards, to views on employee services and recreation/fitness, to employee attitudes, the overwhelm-

ing success of Johnson Wax may just be in the concern for their workers.

**ESM:** Describe the commitment Johnson Wax has made to its employees.

**JOHNSON:** We consider our employees to be partners. We have always sought good employees . . . and always expected good work. We believe that the fundamental vitality and strength of our company lies in our people, and we strive to maintain good relations among all employees, based on a sense of participation, mutual respect and an understanding of common objectives. Our company philosophy has been printed in a statement named, "This We Believe."

**ESM:** How do you share your success with your employees?

**JOHNSON:** In 1917 the company was almost alone in instituting employee profit sharing, and today it is a leader in its use worldwide. Profit sharing is offered in addition to pay and benefit

programs fully competitive with those prevailing within our industry and within the marketplace.

**ESM:** What is your general management strategy regarding employee development?

**JOHNSON:** Throughout our period of international growth, employee development has been a key consideration. We offer a broad training curriculum including courses in communication, job skills, management training, career planning and personal development. Senior managers participate in discussion groups which host prominent authors, and Johnson Management Institute provides in-depth insights into the history, philosophies and methods of operation to guide our executives in the United States and throughout the world.

**ESM:** How would you describe the atmosphere at Johnson Wax?

**JOHNSON:** In a word, PRIDE. The employees are encouraged to work to their potential. They have a voice, and their opinion matters. Our incentive programs along with recognition programs nurture their sense of pride. We respect our employees and strive to:

- Manage our business in such a way that we can provide security for regular employees and retirees.
- Create environments which are conducive to self-expression and personal well-being.
- Develop the skills and abilities of our people.
- Provide equal opportunities in employment and advancement.
- Protect the health and safety of all employees.

**ESM:** How does an employer create such an environment?

**JOHNSON:** It doesn't just happen. It's the result of a philosophy applied from generation to generation. Our family leadership has always made an effort to treat employees in a manner which keeps them dedicated. We also have made a point of rewarding employees who have imaginative solutions to company challenges.

**ESM:** What do you consider to be the strongest element in employee relations?

**JOHNSON:** We've always been good listeners. We encourage our managers to get out of their offices, to be visible and directly involved. It's called participative management, and while it's not new, it works.

**ESM:** What programs are devoted to maintaining communication channels among employees?

**JOHNSON:** Because communication is an important element in our business, our "Just Ask" program is a method to obtain formalized feedback in addition to our employee surveys. The program provides mail-in forms throughout Johnson Wax U.S. company offices which employees can use to ask questions about the company and its operating policies. Signed questions are answered in a personal letter, and anonymous questions are answered in a monthly report distributed to all managers. "Participation Plus" is another effective program whereby small employee groups help make decisions about the work they do and discuss solutions to problems they may be having.

**ESM:** In a company with so many levels of employees, how do you avoid "class" distinctions?

**JOHNSON:** In an effort to maintain the attitude that all Johnson Wax employees are working on the same team, we have no executive washrooms, cafeterias or limousines. There are company vehicles; however, the same van or station wagon is used to transport a technician and an executive vice president. We emphasize individual accomplishment rather than position, and we encourage a sense of unity rather than status.

**ESM:** What role does recreation play in this effort?

**JOHNSON:** Recreation programs bridge the gap between all levels of employees. Our Lighthouse Resort

complex of lakeside cottages is a prime example. The facility is made available to newer employees. Those with the least seniority and lowest base salary are usually given first choice reservations.

**ESM:** What does your basic employee services and recreation programming include?

**JOHNSON:** Armstrong Park in Racine County serves as a recreation center for all employees, their immediate families and guests. It's the location for the Johnson Wax Mutual Benefit Association Recreation Center which contains one of the finest fitness centers in the country. We are also in the process of adding an aquatic center with an olympic size swimming pool. Parties, hobby clubs, annual picnics and sports instruction and competitions are offered throughout the year. In addition, we have a medical center and Center for Counseling and Personal Development among other programming opportunities.

**ESM:** What part does recreation play in establishing the relationship between the feeling of unity and individuality among employees?

**JOHNSON:** Johnson employees have always demonstrated a strong spirit of competition. There is a transfer between the competition in our recreation/sport programs and competition in the workplace.

**ESM:** Do you consider Johnson Wax to be a pioneer in employee services and recreation?

**JOHNSON:** Recreation has been part of the Johnson Wax employees' way of life since the founding of our company in 1886. For example, it was the custom of my great-grandfather to give the employees a picnic every summer in the backyard of his home. Our main objective has always been to promote employee loyalty, fellowship, high morale, and physical and mental development. We've continued provid-





*Johnson Wax employees present a gift of appreciation to Sam Johnson.*

## Innovations in Employee Benefits

*A chronology of progress made through the years.*

- 1900—Paid vacations for all employees began;
- 1934—One of the nation's first pension plans established;
- 1939—Hospitalization plan implemented;
- 1949—First formal Employee Opinion Survey conducted;
- 1951—The Lighthouse Resort opened in northern Wisconsin for employees and retirees;
- 1953—Deferred profit sharing implemented, along with a major medical plan and non-contributory hospital and group life insurance;
- 1957—Charles Armstrong Park opened for employees and retirees;
- 1969—Fully paid pension plan established;
- 1971—Adoption Assistance plan established;
- 1975—Dental Care introduced;—Two day-long "Planning Your Future" sessions for longer-service employees and their spouses held;
- 1977—Ground broken for JMBA Recreation & Fitness Center;
- 1984—Employee savings plan introduced;
- 1985—Child care center opened for employees' children;
- 1986—Construction began on an Aquatic Center at Armstrong Park.

ing recreation and progress in recreation innovations has continued to the present. It's well-documented that recreation is a great equalizer, a good ice-breaker and often an incentive for employment, combatting absenteeism and turnover. Intangible as they may be, both individual and corporate benefits are many.

**ESM:** Why do you consider your recreation program to be a success?

**JOHNSON:** Above all, we get our employees involved in the planning and administrative aspects of the various activities. Even though we have a professional recreation staff, we consider this degree of employee involvement to be vital. We want and encourage our employees to be in on the decision-making process in order that they may feel the recreation program is truly their program.

**ESM:** Is the world a better place because of Johnson Wax?

**JOHNSON:** My great grandfather held the notion that businesses should put something back into the communities in which they operate. For my part, I will continue to exert my fullest efforts in productive ways to build the kind of society I believe in: one that is humane, caring, and dedicated to developing the talents of all its people. I believe the greatest profit in any company is a result of the sum of its efforts to achieve excellence in everything it does. Part of corporate pride is that employees believe the company is a useful and contributing part of society.

How do Johnson Wax employees feel about NESRA's Employer of the Year? Among many employee testimonials throughout the 100 years of existence, the greatest to date is the gift of a new \$310,000 globe outside the international headquarters. It is pinpoint-lighted to identify all worldwide Johnson Wax locations and rotates every 24 minutes. The project, planned and carried out in secret, was totally paid for through employee contributions and dedicated to a boss "they thought the world of."



# Leisure Education: Setting Goals and Improving Self-Image

by Gregg C. Anderson



**C**onsider for a moment that at birth, each of us is given a body with a 70-year warranty. You can give or take a few, depending upon maintenance. Now, add up the hours, days and years of your life by activities. Most likely, you'll find something like this: 24 years of sleeping, 2.33 years eating, 7.33 years working, 4.33 years in formal education, 5 years of showering, shopping and performing miscellaneous necessary tasks, and unbelievable but true, a whopping 27 years of unaccountable time or, "leisure time."

Now, considering that the majority of one's life consists of free time, an education for one's leisure may be long overdue, but never too late. Research has indicated the need for positive leisure to reduce the likelihood of psychological disturbances such as guilt, depression and compulsive work. Positive leisure supports positive mental health and the ability to enjoy life. Leisure experiences of people are close to their sense of identity, and a primary outcome of quality leisure experiences is the creation of a fulfilled and meaningful life.

## CHANGES IN ATTITUDES

Leisure attitudes are the beliefs people hold about leisure. Leisure education challenges attitudes about leisure, expands awareness and ultimately helps people to set personal leisure goals and improve self-image.

As we all know, attitudes, once established, are difficult to change. A

logical question is: Can leisure education actually influence people's leisure attitudes? The results of a study conducted between 1982 and 1986 at California State University, Chico, indicate that it can.

At the end of several semesters, the leisure attitudes of students completing a leisure education class called "Leisure and Life" were compared with the leisure attitudes of students completing an introductory psychology class. The students' attitudes were measured by the Leisure Ethic Scale, discussed in *Leisure: A Psychological Approach*, which measures: leisure as enjoyable, leisure opportunity, lack of guilt, relaxation, amount of leisure and playfulness. The attitudes of the students completing "Leisure and Life" were significantly more positive. These results are encouraging because they underscore the idea that attitudes about leisure can indeed be changed through education, experience and reinforcement.

## WORK, WORK, WORK

Unfortunately, most modern Americans are not equipped with the necessary education, awareness and attitudes for making constructive use of leisure time. Positive leisure attitudes are generally not reinforced in a work ethic-oriented society.

Despite the fact that the average person may have more free time than work time during his week, the work ethic continues to be king, with the less-revered "leisure ethic" being a largely

unrecognized pauper of infinite potential.

Unaware people too often give work the permission to dominate their thoughts, conversation, energies and aspirations for 16 hours a day without realizing it—or even more if "work-preoccupation-insomnia" is on the evening agenda.

Today, millions of Americans continue to return home from work, plug into their TV's and tune out their own personality needs. They're watching people do things instead of doing things themselves. TV cuts people off from options that were once so prevalent during the pre-TV days such as walking, reading, bike riding, crafts or conversing with a friend or family member.

According to Dr. Connie O'Connor, a recreation professor at California State University, Chico, people waste leisure time due to stress when they actually need leisure to recover from stress. Because choices and decisions are difficult to make while under stress, people should have leisure waiting for them at the end of the day or week. People need to develop leisure as a habit so it becomes automatic.

## WHY LEISURE?

Employee services managers should continue to recognize that people have a deep need for purpose and meaning in their lives. With work often being the only structured and routinized portion of one's life, people often seek meaning solely in their work. Unfor-

tunately, a job description doesn't meet all the needs of an individual. With the trend towards flextime, telecommunicating, decentralized work and loosened employment patterns, workers of the near future will likely be less satisfied if they continue to define their existence by their work. Their quest for meaning will be met with frustrations, unmet expectations and ultimately, burn-out.

## AN EDUCATION FOR LEISURE AT WORK

In light of the fact that employers have much at stake in the health and well-being of their employees and the fact that employees spend a good part of their waking hours during the week at work, the workplace is a logical environment for leisure education programs.

Companies can incorporate leisure education mini-courses or workshops into their employee services without a great deal of difficulty. Mini-courses are most likely to have an impact in the long run because changes in attitudes do take time. People need the time to try out new thoughts, attitudes and behaviors and evaluate them. Leisure education is a process of expanding awareness, along with the development of skills in decision making, problem solving, goal setting and making action plans. As a result, the self-concept of the individual in leisure will be reinforced.

## A MODEL PROGRAM

General recommendations for a worksite mini-course include:

- Plan for six two-hour weekly sessions and a follow-up session about three weeks after session six.
- Plan for groups between ten and twenty people in size. This will allow for intimacy as well as diversity.
- Family members may be invited to participate.
- Participants may be charged a nominal fee to cover any workbooks, materials or cost of a facilitator.

**Components**—The facilitator should be sure that each of the six sessions include the following:



- Set the expectations for the session at the very beginning to get them excited. People like to know what to expect.

- Make the presentation of new information interesting by modeling enthusiasm and using lots of examples and, of course, humor!

- Lead directive one-on-one and group discussions. This will give the participants the opportunity to relate new information to their own lives as well as learn from each other.

- Use paper-pencil activities. These help people to own their responses as well as to learn more about themselves.

- Lead relaxation techniques and creative visualizations. These help people to learn how to relax and explore the power of their minds. Participants may have some resistance to these at first but typically beg for more by the third session.

## SESSION CONTENT

To obtain sources of information to implement your own leisure education mini-courses, begin by contacting professors in the area of Parks and Recreation of local colleges and universities. Other sources include the National Recreation and Park Association, 3101 Park Center Drive, Alexandria, Virginia 22302; American Association for Leisure and Recreation, a branch of the American Alliance for Health, Physical Education, Recreation, and Dance, 1900 Association Drive, Reston, Virginia 22091. In addition, you may also develop your own network by contacting local professional organizations in the field.

### SESSION ONE

This session should begin with "ice-breaker" activities so the participants

can meet each other and feel comfortable in the group. Don't be afraid to be a bit silly and use humor. A shared laugh is an excellent social lubricant.

**Goal:** To create an awareness of the personal and social significance of leisure behavior.

#### Topics:

- Theories and definitions of leisure and work
- The role of recreation and leisure in the past, present and future
- Problematic aspects of leisure that can occur without an adequate preparation and philosophy of leisure and life

### SESSION TWO

**Goal:** To assess, recognize and understand one's unique personal needs and values.

#### Topics:

- The nature of personal needs and values
- Exploration of activities that can meet various needs

### SESSION THREE

**Goal:** To understand how positive use of leisure can contribute to one's self-image and sense of well-being.

#### Topics:

- Balancing work and leisure
- The importance of play
- The physiological, psychological and emotional benefits of positive leisure
- Myths of work
  - Work is the primary source of one's identity.
  - The more you work, the better person you are.
  - The most important thing a person can do is work.
- Back to the basics



- What images of work, leisure do you have?
- Do you live to work or work to live?
- Would an outsider be able to answer this by watching you for a week?
- Do you know what brings you the deepest joy? Can you bring it about? Do you?
- Lifestyle options
  - How would you describe your lifestyle?
  - What bits of evidence, such as clothes, equipment, subscriptions, home decor, conversation, etc., indicate the existence of a particular lifestyle?
- Lifestyle benefits to self-image and well-being
  - Stress Reduction: Using leisure as a break from problems of focus on work.
  - Self esteem: Intrinsic rewards from leisure accomplishments.
  - Companionship: Having interest-oriented friends.
  - Security: Sense of belonging somewhere or to something.
  - New experiences: Growth, novelty, variety, excitement.

#### SESSION FOUR

*Goal:* To examine and understand the importance and value of leisure time management.

##### *Topics:*

- How we spend our time
- A look at prioritizing
- The danger of "leisure procrastination"

#### SESSION FIVE

This session helps one to understand that various barriers really do slow us down or even stop us from getting involved in a lifestyle. They will con-

tinue to hinder us until we identify them and take action.

*Goal:* To explore, recognize and understand barriers to full leisure fulfillment.

##### *Topics:*

- Stress coping skills
- Intrinsic vs. extrinsic motivation
- Awareness of leisure resources
- Low fitness level
- Worry
- Fatigue
- Depression

#### SESSION SIX

This session is of utmost importance because leisure goal-setting can ultimately lead to an improved self-image.

*Goal:* To develop a leisure action plan with solutions to perceived barriers.

##### *Topics:*

- Self-assessment of ability to dream, set goals, make life happen and evaluate one's life
- Getting out of a rut
  - Routine can save time and energy but ruts are a form of fear.
  - Have you ever been in a rut? Are you there now?
  - Do you find that goal-setting sometimes helps you get out of a rut?
- The nature of goals
  - Goal-oriented people do achieve.
  - Goals energize and give life perspective.
  - Goals can take many forms, including: travel, hobby, fitness, family, social, home, personal etc. They can also be short or long-term.
- Setting goals
  - It is important to set goals that are consistent with your values and personality needs.
  - Write them down: Brainstorm things you would like to do for yourself.
  - Divide them into short-term, long-term or even life-long.
  - Prioritize them and choose three short-term goals and one long-term goal to start with.

#### ● Making goals happen

- Starting with short-term goals, state them as, "I will . . ." Statements such as "I'll try to . . ." or "I would like to . . ." lack the commitment that is necessary.
- With each goal, identify and list which barriers may interfere.
- After each barrier, list reasons behind it.
- Brainstorm ideas for removing the barrier.

#### ● Action plans

- List small steps for barrier removal one by one. Decide how much time you will devote to each step.
- Decide on a date for accomplishing each step and write it down.
- Make sure each step moves you in a desired direction.
- Make the steps small enough so you can experience success with every step.

#### ● Evaluating your goals, action plans and success.

#### ● Develop positive self-talk

- Identify your negative self-talk statements such as "I can't" or "I'm a failure."
- Look at them rationally and determine if they are accurate.
- Change them by practicing rational thinking. For example, "I'm a failure" may be changed to "There are no failures, only different degrees of success."
- Only you are in control of your attitude.

#### ● Recommended book on positive self-talk development: *Feeling Good*, by David Burns.

#### SESSION SEVEN

This session should include one-on-one and group interaction. Since it is difficult to start new habits and lifestyles and stick with them, this will give the participants a sense of universality and social support. Participants should be encouraged to involve their families, friends and co-workers in their pursuit of new and positive lifestyle options.

*Goal:* Participants will share their phi-

losophy and action plans with each other.

#### Topics:

- Bridging the gap between "real" and "ideal"
- The importance of confidence, challenge, commitment and control

### ADDITIONAL PROGRAMS

A similar program that includes more on stress management, fitness and friendship development has been developed at California State University, Chico, by Dr. Connie O'Connor. It has been piloted with several groups including students, senior citizens, small business managers and U.S. Military personnel in England.


Dr. O'Connor has also assisted with the development of a large-scale program that is presently being pilot tested with employees in the California Conservation Corps. Most Corps employ-

ees live in residential centers similar to military bases. Their demonstrated problems with the use of leisure time during the evenings and weekends has led to the initiation of the "Positive Lifestyles Program" (PLP). The variables being measured in the pilot test are: job satisfaction, self-concept and drug and alcohol use.

The PLP facilitators have three functions: 1. To teach a "Lifestyling" mini-course; 2. To plan and lead evening and weekend activities and encourage participation; 3. To counsel individuals and reinforce the development of positive lifestyles.

What is learned through this pilot program will likely offer some ideas and answers for other employee services managers who decide to initiate leisure education programs.

By implementing leisure education mini-courses, attitudes regarding leisure can be challenged, thus expanding

the awareness to help employees set personal leisure goals and ultimately improve self-image. 


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*Gregg C. Anderson, M.A., is currently facilitating the Positive Lifestyles Program with California Conservation Corps employees in Pomona. He has degrees in recreation and psychology. This summer Gregg will be initiating lifestyling programs with the U.S. military in Europe.*

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## Career Plateauing: Implications for Employee Services and Recreation Managers

by Andrew Weiner

**R**emember the days when the "buzz phrase" in career development was the "Peter Principle," the act of rising to your level of incompetence? Well in the 80's we may not have to worry about Mr. Peter's Principle because we will have plateaued long before we've had the chance to become incompetent. Plateauing or leveling off is a phenomenon that will characterize career development in the next couple of decades.

According to Judith Bardwick, author of *The Plateauing Trap*, plateauing is a natural phenomenon that occurs in all phases of life, usually leaving the "plateaued" feeling dissatisfied, unfulfilled or bored. Although it clearly has negative consequences, it need not. In fact, plateauing can represent an opportunity to engage in new challenges and periods of growth, especially if the individual is willing to make some life changes.

Although plateauing is not a new concept, the acknowledgement of it within an organizational context presents unique problems for employees and managers of those employees. Thus, the purpose of this article is to examine the concept of plateauing, its probable consequences, and actions those in the recreation and employee services field can take to improve the situation.

There are three types of plateauing: structural, content and life. According to Bardwick, *structural plateauing* represents the point in one's career where promotions have ceased. In other words, irrespective of age, as long as the individual remains with that organization, he/she will have no significant increases in responsibility, status, money or power. In all probability any future

moves will be horizontal, with demotion a possibility.

Bardwick also points out that structural plateauing happens to everyone and is a normal career phase caused by the organization's structure. This phenomenon is illustrated by the "rule of 99 percent" which states that less than 1 percent of employees make it to the top of an organization, thus the other 99 percent become plateaued in some area below the apex of the corporate pyramid. Therefore, structural plateauing happens to everyone at some point in time.

If structural plateauing is so normal, natural and inevitable, then why should it be a problem? For many, this is a problem because it is expected to occur "prematurely" in the next couple of decades.

Since structural plateauing is often caused by impersonal factors such as demographics, economics, and types of jobs, the rate at which these factors change can vary dramatically and thus affect career development patterns in an organization. For instance, it is no secret that "baby boomers," the huge age cohort of people currently 21 to 40, are reaching ages considered prime for the selection of managers. Since there is such an abundance of skilled and competent people in this age group, the competition for management positions will become more intense than ever before. Coupled with these increased numbers is a corporate trend toward downsizing the workforce.

The downsizing trend reflects attempts by U.S. corporations to regain a "lean and mean" posture and a competitive edge in the world marketplace. The early retirement and other exit in-

centives offered by corporate giants such as IBM, Xerox, and DuPont, the layoffs instituted by other corporations, such as G.M., and a host of mergers and takeovers are all examples of downsizing. The results of this scenario reveal a large number of bright, competent and educated people structurally plateaued long before they are ready for retirement.

*Content plateauing* occurs when the job is mastered and there is essentially nothing new to learn. This is a tragic type of plateauing because it is not only a situation in which the element of challenge is absent but one which is actually avoidable. Feelings of being "stuck" in a job and unmotivated may be altered by the introduction of stimulating activities within or outside of the job in an effort to compensate. While structural plateauing will always occur, content plateauing should not, and as structural plateauing increases in frequency, content plateauing increases in importance, according to Bardwick.

*Life plateauing* is the most serious form of plateauing because it signifies that little fulfillment exists in any area of life, and nothing appears to be exciting. Typically, the type of individual who becomes life plateaued is the extreme workaholic. The person who has focused on work as being the only source of satisfaction in his/her life and has failed to diversify in terms of activity involvement is a prime candidate for life plateauing.

While plateauing in all of its forms may present serious problems for those aspiring to advance in their career paths, the two types of plateauing which appear to be most insidious are content and life. It is in these two areas where

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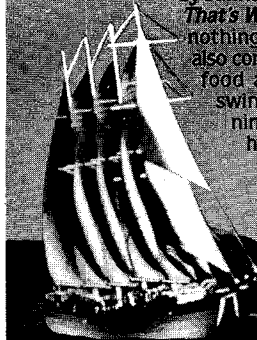


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### Role of Employee Services and Recreation Managers

Because content plateauing represents a condition where the job is mastered, there is nothing new to learn, and goals are absent, employee services can provide a wide variety of challenging experiences in an attempt to compensate.

While it is true that content plateauing can be addressed effectively within the job via a combination of techniques such as horizontal and vertical transfers, many managers do not use these tactics. Therefore, if an employee is to remain challenged and motivated, other opportunities outside of work need to be provided. Bardwick states that "challenge involves change and the growth that results from encountering new situations and problems, and therefore, challenge always involves some risk. More than anything, challenge means learning."


If recreation and employee services are in the business of "providing challenges" their business can be accomplished through two major approaches; counseling and providing opportunities. A type of leisure counseling may be offered whereby employees can meet with recreation and employee services staff to determine appropriate activities. Naturally, people differ in terms of what activities challenge them and thus some type of individual counseling is useful.

"Twenty Things I Love To Do," found in *Values Clarification*, is one exercise which may be used to help an employee identify what types of activities would be rewarding. The individual lists 20 of his/her favorite activities and classifies them according to certain predetermined psychological and sociological variables. A counselor could use some of the major variables which define job satisfaction and then have the client identify which of the twenty favorites feature the most components of job satisfaction.

The second approach involves the

provision of opportunities to explore the activities identified in the previous exercise. Some opportunities such as formal fitness exercises, sports, clubs, possibilities for captaining and coaching company teams, leading committees, supervising special events, etc., may be offered on-site. Other opportunities may be off-site but the company may provide various incentives to the employees to enable them to use those opportunities, such as travel discounts and other discount tickets.

Because the extreme workaholic is most susceptible to life plateauing, employee service and recreation managers must recognize this problem as requiring a change in life perspective. Bardwick recommends creating new rewards and discouraging a workaholic life as two things managers can do to help the plateaued employee. However, this type of thinking must be a part of corporate policy to be effective.

Encouraging employees to seek new rewards in life through a vocational, family or volunteer activities and to focus on areas other than work, must come from top level management and be reflected in policies and programs which support employee attempts to diversify life activities. Programs such as flextime, job sharing, job redesign, special assignments, paid community sabbaticals, company sponsored fitness and recreation programs, and preretirement education are all organizational attempts to address the plateauing issue. Certainly, with management support, recreation and employee services is an area which can provide considerable assistance in preventing and remedying content and life plateauing. 

Andrew Weiner, Ed.D., is an Associate Professor and Coordinator, Curriculum in Recreation and Leisure Studies, Department of Health, Physical Education and Recreation, University of Kentucky, Lexington, Kentucky.

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# Eating Disorders

by Randy Schools, CESRA

**A**s administrators, one of our functions is to become aware of the many problems that affect members of our workplace. Currently, the problem of eating disorders is growing; most common of these disorders are bulimia and anorexia nervosa. Recent studies estimate the prevalence in the general population to be between 1.0 and 4.2 percent of the population, and growing. Anorexia is estimated to occur in one out of every 200 females ages 12 to 18. Males are said to account for about 5 to 10 percent of bulimia and anorexia cases. Studies have indicated that the incidence of anorexia nervosa has doubled over the past two decades.

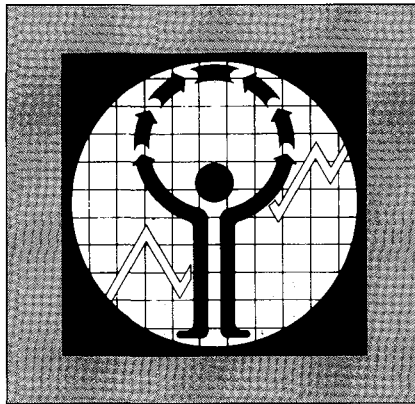
Below is a list of symptoms as discussed by the American Psychiatric Association.

For the syndrome of bulimia—

- Recurrent episodes of binge eating (rapid consumption of a large amount of food in a short period of time, usually less than two hours).
- During the eating binges there is a feeling of lack of control over the eating behavior.
- The individual regularly engages in either self-induced vomiting, use of laxatives, or rigorous dieting or fasting in order to counteract the effects of the binge eating.
- A minimum average of two binge-eating episodes per week for at least three months.

For the syndrome of anorexia nervosa—

- Intense fear of becoming obese, even when underweight.
- Disturbance in the way in which



one's body weight, size or shape is experienced, e.g., claiming to "feel fat" even when emaciated.

- Refusal to maintain body weight over a minimal normal weight for age and height—example would be weight loss leading to maintenance of body weight 15 percent below expected.
- In females, absence of at least three consecutive menstrual cycles when otherwise expected to occur.

Bulimia ordinarily begins between the ages of 17 and 25. However, most bulimics are deeply ashamed of their bingeing and purging and keep these activities a guarded secret. It is now gaining more public awareness. The tragedy of Karen Carpenter's death, Jane Fonda's announcement in the January, 1985 issue of *Cosmopolitan*, revealing she was bulimic from age 12 until her recovery at age 35, along with the announcement of Ally Sheedy—known for her roles in "The Breakfast Club" and "Short Circuit," gives us knowledge that eating disorders do happen in all sectors of life.

Eating disorders usually begin with the desire to lose weight. Sufferers may

also experience an extreme lack of control in areas of their lives other than food intake. Diet and exercise are viewed as two things that can be controlled, and, consequently, become the underlying focus of a bulimic's or anorexic's life.

The obsession to be in control and be "thin" causes sufferers to diet and exercise excessively. At the point that they see results and finally feel a sense of control over their bodies, something they can't control, such as a crisis at work or in a personal relationship, will arise and cause the bulimic to engage in the self-defeating ritual of bingeing. The feeling of disappointment in one's self may also cause the bingeing behavior, but almost always follows it.

Other symptoms are that sexual interest may diminish; some may exhibit impulsive behavior such as shoplifting and alcohol and drug abuse. Many appear to be healthy and successful, but most bulimics have very low self-esteem and are often depressed.

Their behavior becomes absurd, with binges that may last eight hours—resulting in an intake of 20,000 calories (that's roughly 210 brownies—5½ layer cakes, or 18 dozen macaroons). Most last for an hour or so taking in 3,400 calories—an entire pie for instance—and in secret, they follow by using a laxative, taking 50 to 100 or more tablets at one time—drugs to increase urination, or self-induced vomiting caused by gagging. The effect to the person's body can be devastating, upsetting the body's balance. Seizures, fatigue, irregular heartbeat, and decreased bone density are among the most common risks incurred.

Employee services and recreation

managers can do a great deal to help employees with eating disorders. Often bulimics/anorexics are looking for a form of discipline in their eating and exercise habits. Without a detailed, monitored program to follow, people suffering from eating disorders may feel lost. Their goal is to be physically attractive and healthy, yet they don't know how to go about achieving that goal sensibly.

Fitness directors need to understand the basics of the disorder to be able to recognize constant fluctuations in weight and irregular participation in programs as possible signs of the problem.

Treatment of disorders includes motivating the patient, enlisting family support, and providing nutrition counseling and psychotherapy.

If you find someone in your programs who comes forth with a cry for help and you want to offer assistance, I have enclosed a list of non-profit associations which will help provide guidance in obtaining a specialist in your area.

The following books would be helpful for further information—*Eating Disorders*, by Hilde Bruch and *New Hope for Binge Eaters*, by Drs. Harrison Pope Jr., and James Hudson.

Non-profit Associations providing guidance are:

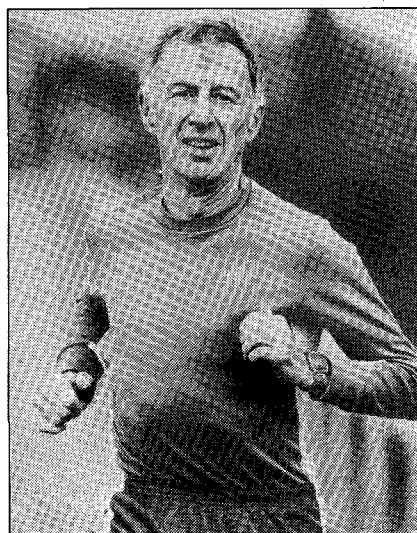
- American Anorexia/Bulimia Association, Inc.  
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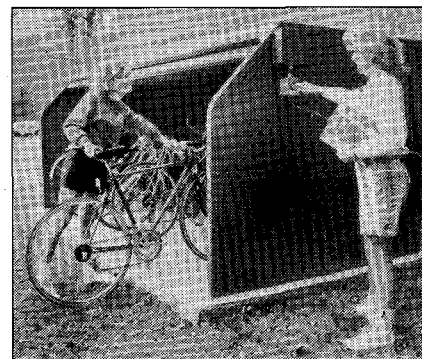


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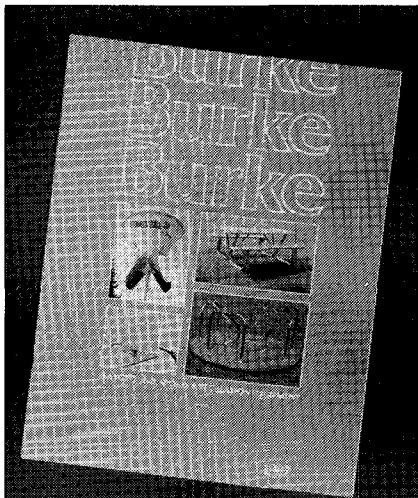
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In less than five minutes, FitTest will print out a personal health and fitness profile up to 10 pages in length, indicating the individual's score and ranking in relation to national norms for persons of the same age and sex.

The software also provides directions for making positive lifestyle changes and provides a group profile showing the composite scores for each of the areas tested. This enables the organization sponsoring the screening to identify and target areas of need.

The package, which includes a disk, operations manual and testing protocol, sells for \$295.

For more information, contact the University of Michigan Fitness Research Center, 401 Washtenaw, Ann Arbor, Michigan 48109, (313) 163-2462.

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In the interest of employee safety, Swersey's Chocolates is offering fire extinguishers to NESRA members through the cooperation of Walter Kidde Company, a leading manufacturer of fire extinguishers.



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The extinguisher is available to NESRA member companies and their employees at a special wholesale cost of \$9.95 plus \$2.95 shipping and handling per unit. Kidde Kadet 5 will be on display in booth 206 at the 1987 NESRA Conference.

For more information, contact John Swersey, Swersey's Chocolates, 54-01 Grand Avenue, P.O. Box 286 Masspeth, New York 11378, (718) 497-8800.

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**Rochester Area Recreation and Employee Services Association**/Rochester, New York. Contact Ann Derhammer—(716) 288-2580.

## REGION II

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**Philadelphia Association for Employee Recreation & Services**/Philadelphia, Pennsylvania. Contact James Alexander—(609) 547-8284.

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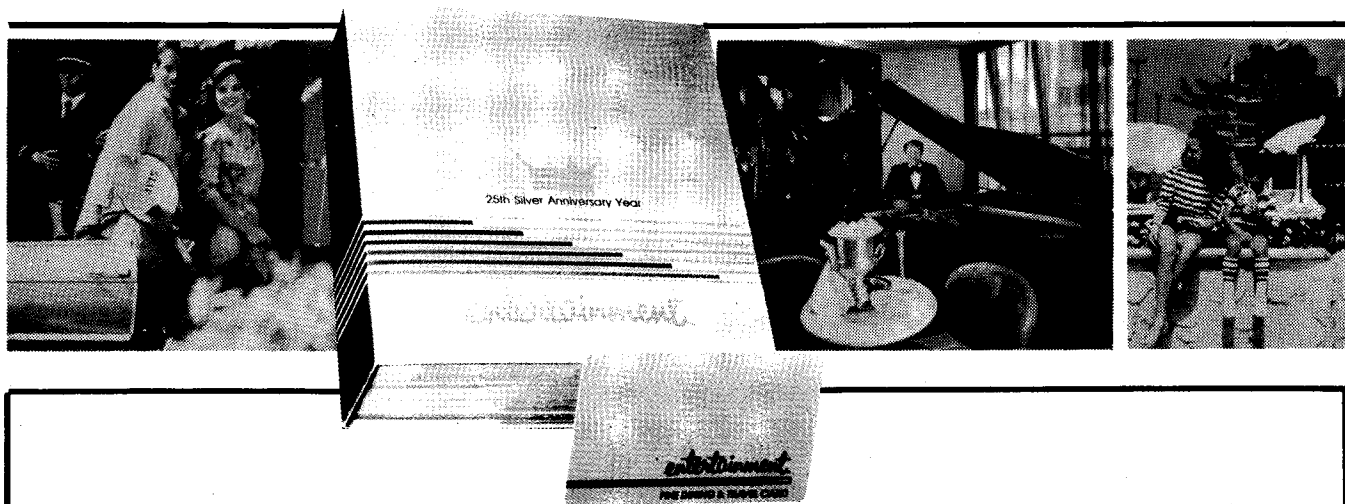
**The 1987 NESRA Conference and Exhibit** will be held May 13-17 at the Hyatt Regency in Minneapolis, Minnesota. For more information, contact NESRA headquarters—(312) 562-8130.

**September 23-27, 1987. NESRA Region VII Conference and Exhibit.** Westin Hotel, Seattle, Washington. Contact Darrell Gosh—(206) 464-2385.

**October 15-17, 1987. NESRA Region I Conference and Exhibit.** Rochester Plaza, Rochester, New York. Contact Scott Baker—(716) 422-4101.

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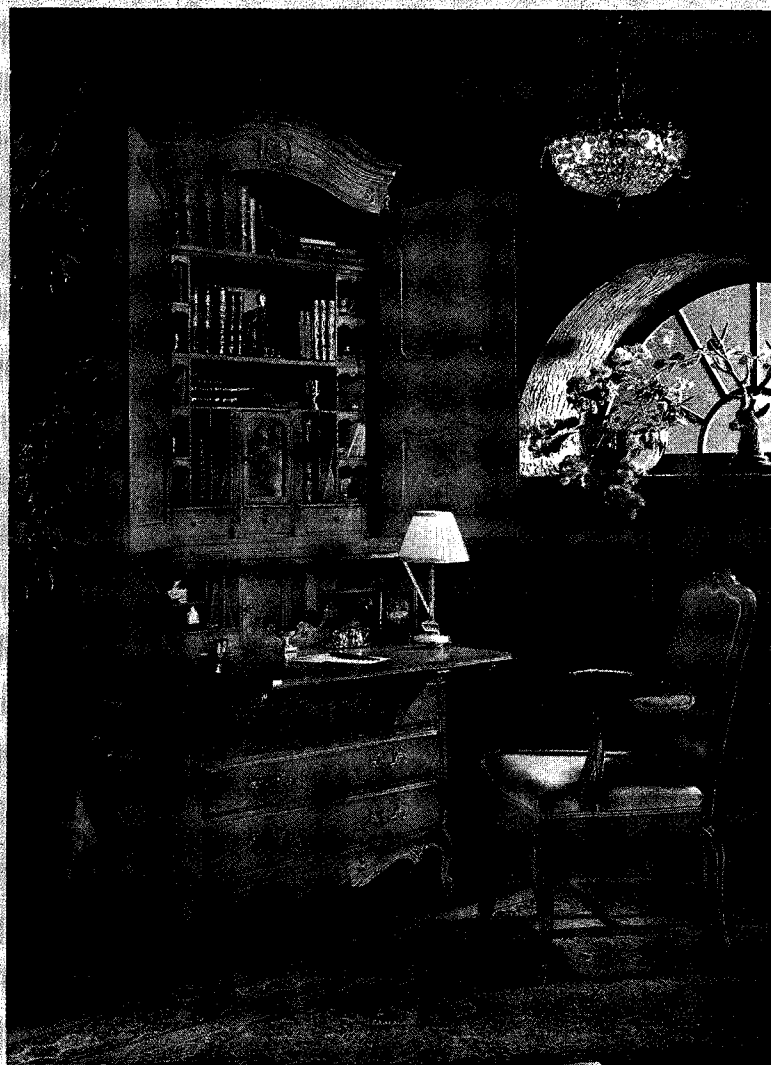
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To tap into NESRA's information network, its publications, conferences, program consultation, awards, tournaments and ready-made discount programs, contact NESRA at 2400 S. Downing, Westchester, IL 60153, 312/562-8130 and join the rest of today's progressive companies who benefit from practicing what we preach and teach.

**SEE YOU NEXT YEAR  
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May 11-15, 1988

# EMPLOYEE SERVICES MANAGEMENT

Volume 30 · No. 8

## In this issue . . .

Cotton candy, roller coasters, merry-go-rounds and arcade games. . . . Although the two words *theme parks* are likely to conjure up these childhood memories, the modern amusement park no longer caters just to children. Turn to this month's feature section containing "Build a Better Adult Trap—Getting Adults into Theme Parks" to learn the kinds of offerings that draw an older crowd to theme parks. Also in this section, read "Beyond the Discount Card: A Guide to Theme Park Special Services" to find out what theme park associate members offer in terms of company picnic facilities, private parties, before-hours activities, etc.

Martial arts/self defense classes can be managed as another program strategy which generates a health-conscious employee. Turn to "Corporate Ninja: Self Defense Classes within an Industrial Health/Fitness Program" to learn how to provide classes at your company.

A company open house is an opportunity to show what work is done behind the walls of business. For a detailed description of how to plan this event, read "The Company Open House."

The most prudent approach to obtaining association membership is the development of a never-ending recruitment program which is punctuated by an annual drive. Read "Building Association Membership" to find several methods used to develop a successful program.

Employee Services Management (ISSN 0744-3676) is published monthly, except combined issues in December-January and May-June, by the National Employee Services and Recreation Association, 2400 S. Downing, Westchester, Illinois 60153, 312/562-8130. Sixty days notice in writing with old and new zip codes is required for uninterrupted service in the case of address changes. U.S. subscription rates are \$22 annually (2 years/\$38, 3 years/\$53) or \$2.50 per issue. Views expressed by contributors do not necessarily reflect the opinion of the association. Second Class postage paid at Westchester, Illinois and additional mailing office.

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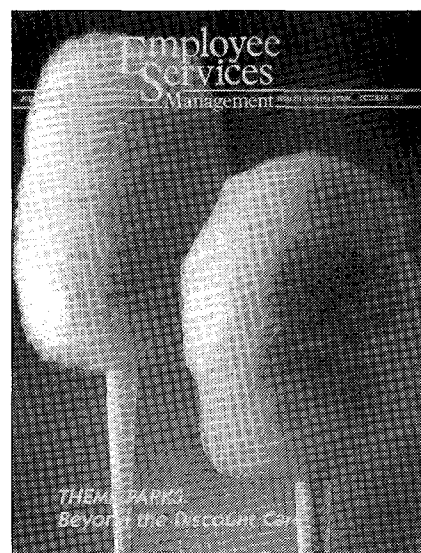
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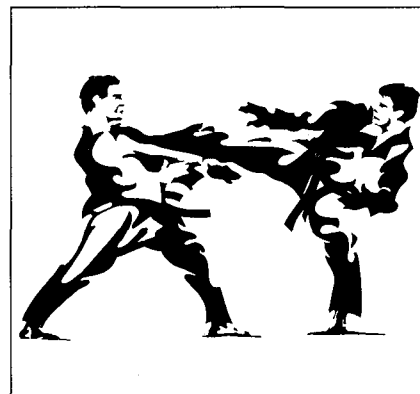
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# Employee Services

JOURNAL OF EMPLOYEE RECREATION

Management

HEALTH AND EDUCATION

JULY 1987



Urban/Rural  
Programming

# NESRA

## Services and Activities

### Purpose

The National Employee Services and Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of employee services and recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' programs, to form new programs and to keep members abreast of all developments in the field.

### Services and Activities

**EMPLOYEE SERVICES MANAGEMENT**—Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make employee services and recreation programs more successful.

**Periodicals**—In addition to *EMPLOYEE SERVICES MANAGEMENT*, *Keynotes*, a newsletter of program ideas, is published for members.

**Consultation Service**—NESRA consultants, staff, past presidents and Association members are available for consultation or speaking engagements.

**National and Regional Conferences**—Five are conducted annually to stimulate participation in the employee programs. The amateur events are primarily postal and can be conducted at the member location or nearby.

**Membership Directory**—A complete listing of the NESRA membership published annually includes telephone numbers and addresses.



**Awards**—Given annually for outstanding member leadership and achievement in areas of employee services and recreation administration and programming; for outstanding overall programs and for specific activities. NESRA also presents special top management honors.

**Conferences & Workshops**—NESRA's Annual International Conference and Exhibit, open to all NESRA members, is where educational sessions and seminars are conducted. Regional conferences and exhibits are also conducted for educational purposes near a member's location.

**Certification Program**—NESRA certifies employee services and recreation administrators and leaders after they successfully complete the Certified Employee Services & Recreation Administrator/Leader requirements.

**Employment Services**—Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and search service offers referral of candidates for recreational positions.

**Intern Program**—Upper level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or part-time basis.

**Research Foundation, Reports**—NESRA and the NESRA Education and Research Foundation develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted cover all phases of employee recreational activities. The studies enable members to evaluate their programs and to keep informed of trends.

### Types of Membership

**General**—Available to persons representing business and governmental organizations that are responsibly engaged in the field of employee services and recreation, personnel, human resources, employee relations, employee fitness and health and leaders of employee services/recreation associations.

**Associate**—Available to companies, trade associations and other business organizations and enterprises, dealing in products and/or services, which wish to establish a relationship with the Association and its members, for mutual benefit, or to contribute to the development and enhancement of employee services/recreation projects or programs.

**Chapter**—Available to any Chapter and its membership based upon 100% affiliation.

**Academic**—Available to institutions with schools of business, recreation, leisure studies and physical education interested in the field of employee services and recreation.

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# EMPLOYEE SERVICES MANAGEMENT

Volume 30 • No. 5

## In this issue . . .

NESRA members explain how their locations affect program participation and offer solutions to unique problems they face. Turn to this month's cover story, "Urban/Rural Programming: Situations Affecting Participation," to identify with obstacles you may encounter.

Finding ways to raise money for employee programs is always a concern for employee services managers. The video vending concept has proven to be a profitable addition to employee services programs. Read "Video Vending: An Idea Whose Time Has Come" to find out how to successfully implement and promote the program.

With the increasing number of women in the workforce, it is evident that human resources professionals will need the skills and creativity necessary to aid in re-employment of a relocating employee's spouse. Turn to "Trailing Spouse' Employment Assistance Programs" to learn how to create such a program.

Also in this issue, if you have recently been requested to plan a corporate banquet, turn to "A Guide to Banquet Planning" for a detailed format to follow.

For an effective approach to program promotion, read this month's Fitness/Health Bulletin to see how using the elements of the advertising business can be the key.

New requirements established in the 1986 Tax Reform Act have employers reviewing their fringe benefit plans. Turn to this month's Legal column to find out how to comply with these new rules.

Employee Services Management (ISSN 0744-3676) is published monthly, except combined issues in December-January and May-June, by the National Employee Services and Recreation Association, 2400 S. Downing, Westchester, Illinois 60153, 312/562-8130. Sixty days notice in writing with old and new zip codes is required for uninterrupted service in the case of address changes. U.S. subscription rates are \$22 annually or \$2.50 per issue. Views expressed by contributors do not necessarily reflect the opinion of the association. Second Class postage paid at Westchester, Illinois and additional mailing office. POSTMASTER: send form 3579 to 2400 S. Downing, Westchester, IL 60153.

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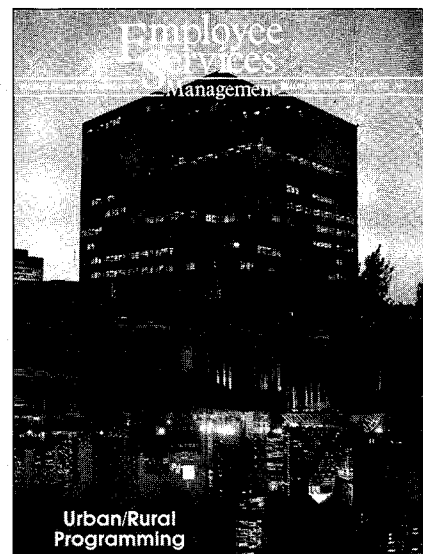
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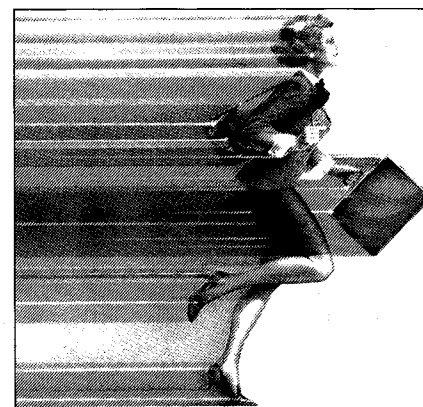


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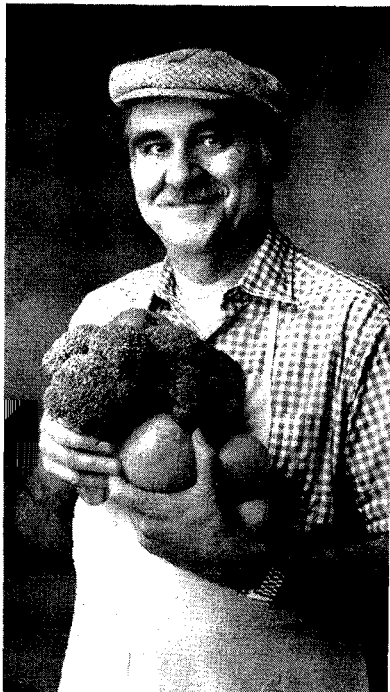
### NESRA NETWORK 32



Journal of the National Employee Services and Recreation Association, a nonprofit organization with international membership, dedicated to the principle that employee services recreation and fitness programs are essential to effective human resources management.



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## At-Home Workers Cause Management Problems

The trend toward telecommuting, which allows employees to work from home using computers, was intended to boost morale and productivity and enable sick employees or those on maternity leave to keep working. Instead, companies are finding it difficult to supervise at-home employees, reports the *Wall Street Journal*. Even the telephone lines linking home terminals to company central terminals are not completely reliable.

Technology buffs have been predicting that telecommuting would make large company headquarters obsolete. But many businesses that tried the practice rejected it after managers complained that they were unable to manage workers from a distance. They don't feel that they can have a normal employee-manager relationship.

Managers also agree that when interacting with telecommuters it is difficult to get them to feel like part of a team. Also there is no opportunity to debate, discuss problems or contribute ideas to other employees. Often more time is required of managers to monitor the telecommuter's work.

Managers may also find it difficult to accept some of the more relaxed work habits that go along with working at home. For example, one company found its telecommuters were more likely than other workers to take a day off on the spur of the moment. Also those who work at leisure at home may carry habits such as not wearing proper business attire when they do come into the office.

Regardless of the obvious advantages of telecommuting, in practice, managers feel the system may be more trouble than it's worth.

## A Day In The Park

If you are planning a visit to a national park this year, you may find it more expensive, according to the April 27, 1987 issue of *U.S. News and World Report*. The first increase in over 15

years has been approved by Congress. The average increase is \$2 to \$5. Parks that were once free now may have a fee of \$5 per car or \$2 per person. At Yellowstone National Park in Wyoming, the old fee of \$2 per car and 50 cents per person has been raised to \$5 per car and \$2 per person. For more information about specific parks write the National Park Service, P.O. Box 37127, Washington, D.C. 20013.

## Cloudy Days, Cloudy Dispositions

For centuries people have suspected that weather has something to do with temperament, disease, even crime and riots. Now researchers in biometeorology are learning that temperature, humidity and atmospheric pressure affect human mental and physical health and behavior—far beyond the link between wet feet and the sniffles, reports the March 30, 1987 issue of *Insight*.

Cloudy weather, rain and snow storms tend to bring on spells of depression, but for biological reasons. When barometric pressure falls, the body takes up more water from the intestinal tract, causing swelling that can add as much as one inch to a person's legs or waistline, according to Dr. Maria Simonson, a professor emerita at Johns Hopkins Hospital in Baltimore. "The retained water also squeezes tissue in the brain, causing depression, irritability and dependency in many people. On the other hand, high pressure systems (usually bringing fair weather) foster sunny dispositions," she said.

Biometeorologists trace the correlations between such things as heat waves and crime waves. By looking at the environment's influence on people, scientists hope to use weather predictions to anticipate mass behavioral trends.

Doctors, especially those in Europe, Japan and the Soviet Union, have been keeping a close eye on weather and health for several years. In both East and West Germany, scientists take the study so seriously that the weather services are required to issue not only

## NEWS IN BRIEF

weather reports but regular briefs on the possible human repercussions.

Diet, behavior, mood and health—all appear to be profoundly affected by weather. In motivating employees or determining the cause of productivity slumps, the answer may be found by looking out the window.

### Survey Indicates Record Participation in Wildlife-Associated Activities

A record 141 million Americans age 16 and over participated in wildlife-associated recreation in 1985, spending over \$55 billion on wildlife-related activities, according to preliminary results from the U.S. Fish and Wildlife Service. The survey revealed:

- 46.6 million, or more than one in four, adult Americans fished
- 16.7 million, or about one in ten, adult Americans hunted
- 109.7 million, or over half of all adult Americans, actively participated in nonconsumptive wildlife-related activities such as feeding, observing or photographing wildlife.

These results indicate that more Americans than ever before are engaging in wildlife-related activities. And those who enjoy these activities tend to be more involved in wildlife conservation. A final report will be completed in November of 1987.

### Shift Work: A Health Hazard

Whether shift workers are scheduled permanently on one shift or rotate on a regular or irregular basis, there is good reason to expect some potentially negative health problems, according to *Action*, a publication of the Association for Fitness in Business.

It is well-documented that certain physiologic functions are regulated by circadian rhythms which affect sleep, alertness, hormonal release and other functions.

According to data from the National Center for Health Statistics' National

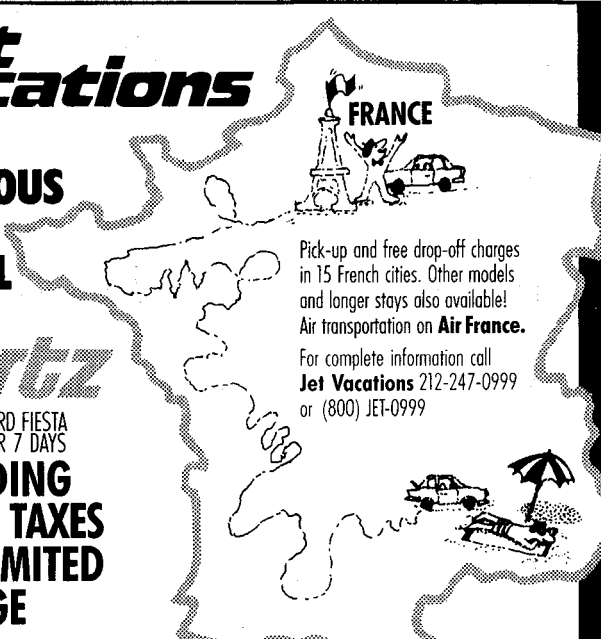
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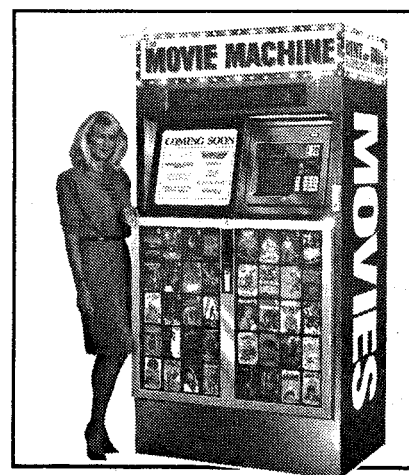
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Survey of Personal Health Practices and Consequences, 26 percent of men and 18 percent of women in the U.S. labor force worked a variable shift. The study found that this type of schedule is associated with heavier alcohol use, greater levels of sleeping and tranquilizer use, increased use of ingestion aids among men, lower social network scores among women and higher rates of severe job stress among both men and women. Patterns of cigarette smoking and coffee drinking were not related to shift work.

Another study tracking the incidence of ischaemic heart disease in 504 papermill employees working rotating shifts, found that the relative risk of the disease rose with the increased length of time a worker was scheduled on a rotating shift. This correlation was independent of age and smoking habits.

The physical and emotional impact of variable shift work on employees

should not be overlooked. Perhaps the redesign of shift workers' schedules may lead to improved health and productivity.

## Sports Equipment Ownership and Participation

Americans spend over \$8 billion per year on sports equipment, which raises two questions: Who is buying this equipment and who is using it?

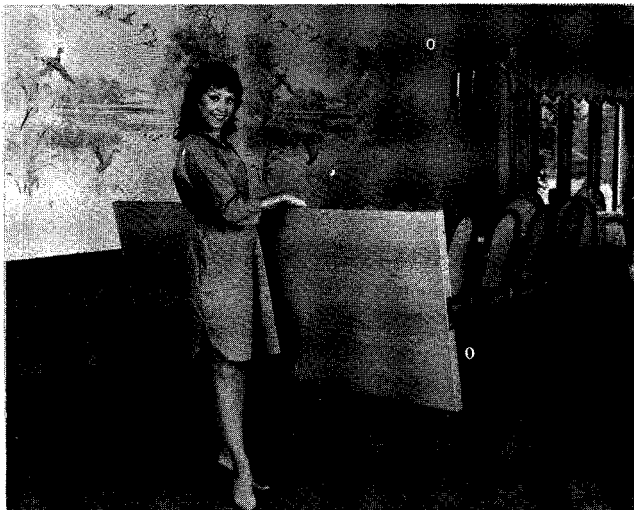
A recent study analyzing data from the Simmons Market Research Bureau compared participation of 19,000 Americans in physical activity in relation to sports equipment ownership. The following results were revealed:

- Nearly half of the adult population age 18 to 64 is inactive. Two-thirds of this group do not own any sports equipment, including items for low-level energy exertion like bowling, fishing or camping. Only

16 percent own bicycles, jogging shoes and other equipment thought to promote cardiovascular functioning.

- As ownership of equipment increases so does frequency of physical activity. Twice as many adults who participate just one to 10 days per year own sports equipment as those who don't participate at all. Eighty-five percent of the most active group (60 days or more) own sports equipment, with 76 percent owning equipment necessary for moderate or vigorous activity.
- On a national average, 57.5 percent of the population owns sports equipment, the most popular items being a fresh water fishing rod (21 percent) and reel (16 percent), bicycle (21 percent), and jogging shoes (17 percent).
- Of the adults who claim to own jogging shoes, 45 percent said they

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jogged once during the year; 23 percent claim to have jogged over 30 days, and 17 percent say they have jogged more than 60 days. Thus, only about 17 percent of those who own jogging shoes use them much more than once a week.

## Non-Refundable Air Fares Cause Discontent

For the first time, bargain air fares are not refundable and some travelers do not fully understand the new policy, according to the *Wall Street Journal*. They also are not aware of the odd exceptions to the rule. For example, travelers stuck in snowstorms for more than two hours cannot get refunds but people with earaches may be able to.

It seems that bargain hunters do not give the penalties enough thought. The rules were implemented to curtail costly no-shows for the airlines, but these rules

are much harsher than cancellation penalties for other discount fares.

The new fares called "MaxSavers" have a number of rules with bizarre exceptions that vary among airlines. For example, Delta will not consider illness on its no-refund fares, but will on other discounts.

Pan Am says the only way to get out of the policy is to die. Sound harsh? Airlines argue that too many travelers abuse exceptions. Airlines also say there are sound economic reasons for their rules and exceptions. Basically, bargain fares are too low to sustain most carriers, so restrictions help balance the number of low-fare and high-fare ticket holders.

Airlines are not likely to change their no-refund policy, even with the rising discontent. Planning ahead for trips may be more difficult, but the important thing is to know what the exceptions are before the money is spent.

## Study Ties Workers' Behavior to Health Costs

It just might cost employees more money in terms of health insurance to have an unhealthy lifestyle. According to the *Wall Street Journal*, the first research study to broadly link unhealthy behavior with high health-care costs has been released.

The four-year study of 15,000 Control Data Corporation employees revealed that workers with the worst lifestyles had the largest medical bills. For example, health-care costs for obese people was 11 percent higher than those for thin ones. People whose weekly exercise was equivalent to walking less than a half mile spent 114 percent more on health claims than those who walked one and one-half miles weekly.

The study is affecting insurers in the workplace. Until now, linking behavior to insurance premiums has been

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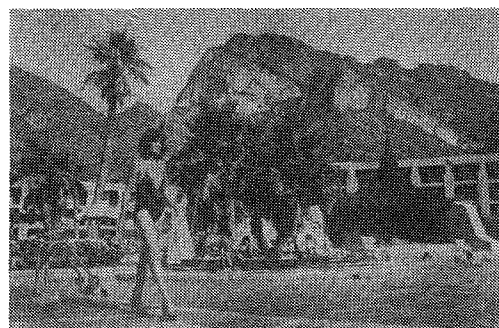
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limited to life insurance.

If insurers do begin to tie premiums to employees' health habits, employers could see those costs rise or fall 20 percent or more. Employees may have to contribute more or less depending upon their lifestyles.

The study may also form the basis for incentive programs and some insurance regulators are considering forcing insurers to implement health improvement incentives. Employers who do implement mandatory programs may have to face some touchy issues in regard to discrimination.

## Caffeine and Decision-Making

Introverts and extroverts may react differently to a morning cup of coffee, according to the April 27, 1987 issue of *Insight*.

A jolt of caffeine can help people perform simple mental tasks, but as the complexity of the task increases, the caffeine seems to aid extroverts only. A morning cup of coffee may actually hinder the ability of introverts to perform complex mental tasks.


Extroverts who are impulsive decision-makers flourish on a cup or two of coffee because often it takes them longer to wake up mentally. However, that morning dose of caffeine hampers the decision-making capacity of introverts who admit they are slow to reach a decision, according to a study by Northwestern University Psychology Professor William Revelle.

The jobs that suffered most by workers overstimulated by caffeine consumption proved to be those that required employees to use complex reasoning and retention of information over a short period of time, according to Revelle's most recent research.

## The Future of Middle Management

Middle managers are being squeezed out and are having to start over, according to a study of outplacement cases over the past two years. Right Associates conducted the study based on over 1,000 outplaced middle managers. The

findings suggest several trends:

- For the first time in corporate history in the United States, more women (65 percent) in middle management are being forced to start over. This will undoubtedly create legal and ethical issues.
- Though "forced" to start over, most middle managers now begin their new jobs with an increase in salary, profitable severance packages and less time of unemployment, partially due to the increase of corporations using outplacement services.
- As corporations downsize their personnel, the middle manager's salary is the most vulnerable. For the same financial reduction, a corporation can outplace 10 middle managers or 25 clerical workers (using the average middle manager salary of \$50,000; clerical worker, \$20,000). 

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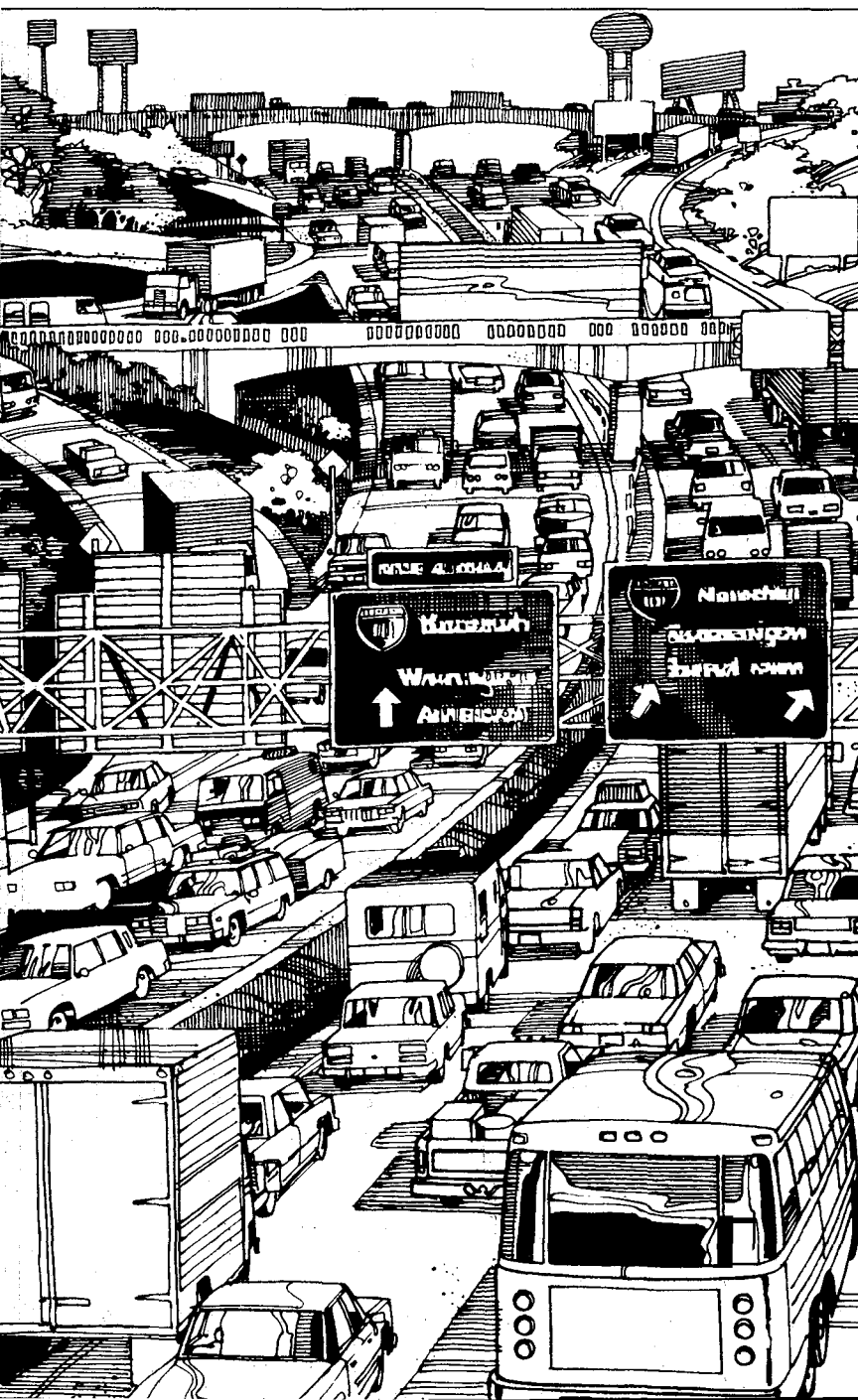
# Urban/Rural Programming: Situations Affecting Participation

by Pamela A. Tober, editor

*In order to reveal common problems and possible solutions in regard to increasing participation in employee services programs, a number of employee services managers throughout the United States and Canada were interviewed. Located in either urban areas, rural areas, or in the slightly-in-between category, the interviewees revealed a number of unique situations relating to their locations.*

## Urban Programs

In general, the people located in urban areas felt that having theaters, museums, restaurants and hotels nearby enhanced program offerings and participation in them. Access to professional sporting events was also rated as a plus by most city-dwellers. Discount ticket sales in these areas were very successful.

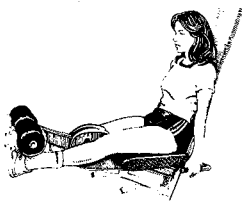




## FITNESS FACILITIES

Few common problems were revealed in the category of fitness facilities due to the variety of situations. For example, in New York, Gloria Roque, chairperson of employee activities committee, American Broadcasting Company, explained that the greatest disadvantage to fitness programming is little access to health/fitness facilities. "There are some facilities nearby but they are crowded and more importantly, they are very expensive."

In Chicago the situation is similar. Mary McClay, human resources officer of LaSalle National Bank, said,

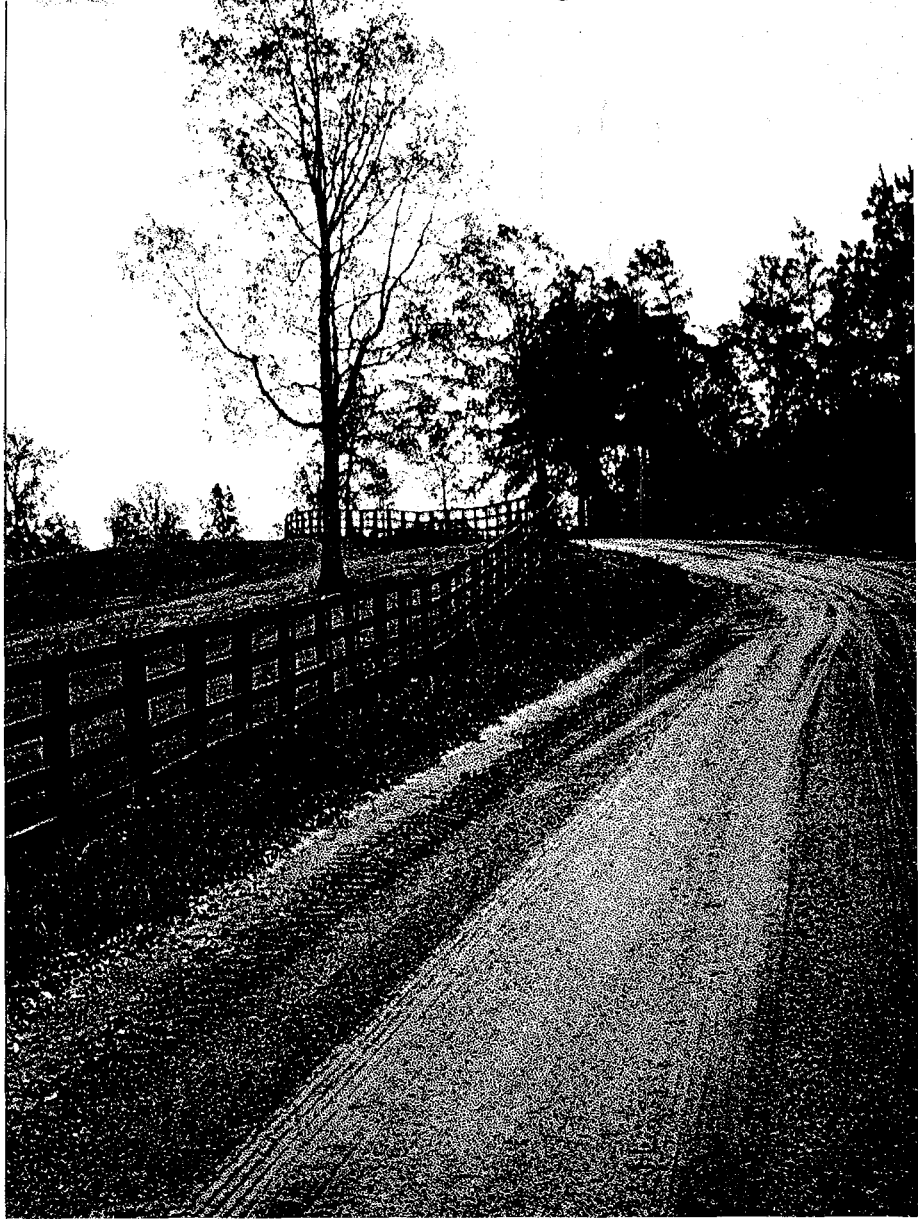


"There is limited opportunity for group memberships and simply no space to provide our own facility."

In the case of Dayton-Hudson Department Store in Minneapolis, Jill Selander, supervisor of employee events, explained, "Because we have more than one location, we have to be consistent in our program offerings." Therefore, they do not have a facility because all locations would need to have one. However, in Minneapolis, the nearby health clubs do offer discounts to corporate groups.

In El Segundo, California, Xerox Corporation does provide an on-site fitness facility; however, the space is not adequate at times, due to the growing number of employees that use it.

On the positive side, according to Bob Gillespie, human resource director and senior vice president of Ohio Savings Association in Cleveland, "There is a larger selection of health facilities for companies without on-site facilities. Due to the competition among the facilities, the prices are driven down and group rates are easy to obtain."



## RECREATION: CLUBS/SPORTS LEAGUES

In most urban companies, team participation is more difficult than other types of programming. For example, in El Segundo, California, it is very difficult to reserve field space. "In this city, the residents (schools) have priority over industry, and once people have reserved a field, they keep their spot because it is difficult to get it back again," David Baker, manager, employee services, explained. He also added that in his area there are no nearby parks available for joggers.

In Boston it is also difficult to secure fields for athletic leagues. "There are just too many groups looking for facilities and the waiting lists are endless," said Joanne Poore of New En-

gland Life Insurance. "However, working with our company public affairs department has helped us greatly. They work closely with the community. By having our company sponsor community events in the parks and recreation area we are able to acquire the use of fields, in return," she said.



In New York, expense of court and field rental is the main deterrent for sporting leagues and teams.

In parts of Chicago, fields are a significant distance from the company and employees seem to go home to the suburbs for team sports. "The neighborhoods are often not the best and the

expense of using gyms and fields is greater than in the suburbs. It's difficult keeping employees downtown after working hours," said Mike Hickman, unit supervisor, facilities service of First National Bank of Chicago.

Even within the same city, situations vary. For example, Frank Chico, senior personnel representative for Peoples Gas in Chicago, said that employees can walk to the outdoor fields. "Because the fields are so close, participation is good and I am able to reserve volleyball and tennis courts through the park district at no expense."

Also in Chicago, team sports are well received according to Mary McClay, but often many people don't make it to the particular event.

One way to help sporting event participation is to either form or become involved with an industrial recreation league, which involves many area corporations. Robyn Chew, manager of the employee fitness center of Levi Strauss & Company, San Francisco, California, has been on the board of the industrial recreation league in her area and worked with the city to secure sporting fields.

## COMMUTING



The distances that employees travel is a major factor in all aspects of program participation. In general, employees who travel lengthy distances participate in more weekend events with their families. Also, participation is greatest when the event or class is scheduled immediately after working hours.

For commuters who drive, having extended parking available to avoid public parking fees is one way to increase participation. In areas where employees are dispersed, there is not public transportation available and commuting by car is the main mode of travel, participation is not good in every event. Van and car pools are effective in this situation. For weekend events, busses may not be practical for cases where employees are scattered for miles around.

## LUNCHTIME PROGRAMMING



In some locations where employees run to catch the 4:30 p.m. train or try not to miss their car pool ride, lunchtime programming is very popular.

According to Mike Hickman of Chicago, an advantage to urban lunchtime programming is the easy access to a variety of speakers.

On the other hand, in Boston, Joanne Poore found that lunchtime programming had poor attendance due to the variety of places available for employees to go for lunch. "We have to depend on rain or cold temperatures for good lunchtime attendance," she said.

Other companies have difficulty in finding places to meet for lunchtime programs. Also, some companies, especially public utilities, are prohibited from holding any kind of programs during company time, which completely eliminates lunchtime programming. In many cases liability/workers compensation is the reason.

## VOLUNTEERS

Volunteers are usually difficult to acquire but, in Cleveland, Bob Gilles-

pie said that it is easier to obtain volunteers because of the variety of programs and clubs.



In New York, Gloria Roque finds that there is a good number of volunteers, yet they aren't willing to make a definite commitment and, of course, a handful of people do the bulk of the work.

In Boston, Joanne Poore finds that having the lunch hour to meet is the reason she has volunteers. "I have 300-400 volunteers who serve on committees. There are three different shifts during the lunchtime hours," she said.

The recreation programs in El Segundo, California, are run completely by volunteers who are motivated by interest in the activity. The staff is simply the liaison.

In Minneapolis, Jill Selander is a one-person staff who rarely depends upon volunteers. However, she is able to make use of a company volunteer organization that is not part of employee services. These volunteers assist in carrying out some of the larger annual functions such as a golf tournament.

Surprisingly, quite a few interviewees said they do not depend upon volunteers a great deal.

## RETIREES



Most interviewees agree that retirees are eligible for all program offerings. In cases where the retirees were scattered significant distances from the

company, participation was primarily in one or two annual events created specifically for them. For these events, the times were scheduled so that retirees could travel during daylight hours.

In Boston, many retirees are living out of the city and many didn't feel comfortable coming into the city due to the safety factor.

Many retirees work part-time at First National Bank in Chicago. "They want to work and many of them are involved in volunteer work on their own," said Mike Hickman.

## SPECIAL EVENTS



Special events such as dinner dances or luncheons are usually quite easy to arrange in urban locations. However, in New York there are rarely special dinners planned because the cost to the employee is too great.

Banquets or dinners can also be held in a number of ways to ensure successful participation. At New England Life Insurance, Boston, Joanne Poore, holds annual banquets outside of the city to avoid public parking fees. The ticket price includes parking costs. "We also hold an awards luncheon for volunteers in a nearby hotel. This has proven to be quite convenient," Poore said.

## LOCAL CORPORATE INTERACTION

In most cases, even though urban corporations are "back to back" to one

another, the interaction between them is minimal. For example, in El Segundo, California, David Baker estimated that 95 percent of Xerox's intramural activity is internal.



Bob Gillespie in Cleveland said they do have competitions with other corporations. "I have found our local NESRA chapter to be the best vehicle to get together with other corporations," he said. Gillespie also explained the benefits of this kind of interaction. "We were involved in a popular biking competition that involved many of the *Fortune 500* companies. By sponsoring this event, the publicity we received was tremendous."

## Rural Programs

In comparing rural program participation factors with urban, many of the responses were similar; however, employee services and recreation managers in rural companies revealed that the relationship between company and community has a significant impact on many aspects of program participation.

## FITNESS FACILITIES

In some rural areas, large corporations that have on-site facilities may compete with local YMCA's or other health facilities. For example, David Stapf, supervisor of recreation and physical fitness of Ashland Oil, Ashland, Kentucky, explained that their small community of 30,000 people has a local YMCA just four-and-a-half miles from the employee facility. "There was a concern about having a negative impact on the community, but there is absolutely no problem. Because this is a small area, our facility, along with the YMCA, is very much in demand. Both the Y and our facility have been enlarged or renovated twice in 14 years. In 1980 we doubled our floor space," Stapf said.

He also added that the company is extremely concerned about being good corporate citizens. They assist in payroll deductions for YMCA dues. "The employee pays, but we pay the Y from employee monthly deductions. In other words, we do the bookkeeping for the Y. For example, if the monthly rates for the Y are \$11, the employee pays only \$12 to use both the corporate facilities and the Y," Stapf explained.

Ashland Oil also prohibits local guests from using the company facilities to discourage thoughts of the center being a community facility. In addition the Y provides instructors for Ashland Oil's programs. "They help us and we help them. It has been that way for the last 14 or 15 years," Stapf added.



In a situation where a company does not have funds for an on-site facility, it may rent gyms for fitness classes. This was the situation at Trane Co. in LaCrosse, Wisconsin. Mary Severson, recreation coordinator, explained that

they now use the local YMCA which is more accommodating to employees. "Having one or two classes at a gym just wasn't flexible enough for our employees. Our Y waives the initial YMCA membership fee for our employees. This enables them to choose from a variety of offerings," she said.

Often in rural areas where there is one large corporation in which the majority of the town is employed, the company and community facilities may be one and the same. At Kohler Company in Kohler, Wisconsin, the Kohler family owns a fitness facility that is not an on-site center for employees, but instead it is for the community. Employees are given discounts.

In Bentonville, Arkansas, where there is a population of 10,000 and no local YMCA's, Wal-Mart Stores, Inc. provides an extensive indoor facility three miles from the home office, but this facility is not open to the community.

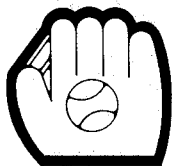
In Crawfordsville, Indiana, Caren Ames, activities coordinator of R. R. Donnelley & Sons Company, described that because the closest town is a one hour drive, there are not even local fitness facilities available. "We work with the local hospital to have aerobic classes in our lunchroom three nights a week."

In general, many large corporations in rural areas prefer to be part of the community by subsidizing fees to use local health facilities. Also, in other cases where a rural company does not offer indoor fitness facilities, due to their land availability they are able to provide extensive outdoor facilities which enhance recreation club and sporting league offerings.

## RECREATION: CLUBS/SPORTING LEAGUES

The family-owned Kohler company of Wisconsin has complete cooperation from the community so that village courts and fields are readily available to sporting leagues.

Just as in urban programs, many of the rural companies compete in community industrial recreation leagues and also work with the city and recreation department.



The Herman Miller Company in Zeeland, Michigan, encourages its employees to make up their own leagues with other community organizations. The company will pay for the registration fees.

Caren Ames in Crawfordsville, Indiana, said she has wonderful participation in programs. "Because we have to travel long distances to get anywhere, our programs are not taken for granted. They have grown in the last couple of years, mainly because the employees are taking advantage of just about everything that is offered. Because we are a small town which is rather isolated, weekends are very popular for events and most everything is family oriented," Ames said. Also the town is big on softball. "Even though our plant is surrounded by 20 softball fields, often we can't find one that's available."

In general, rural companies experience very successful participation levels in all sporting events.

## COMMUTING



Commuting did not seem to be an issue for the rural companies interviewed. The majority of the corporations has employees within a 20-mile

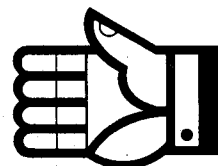
radius. Even in the one company that had a large number of employees traveling 40 miles, commuting still had no effect on participation.

## LUNCHTIME PROGRAMMING

In general, lunchtime programming in rural areas was successful. In one location, programs were not planned in the summer or spring, because people liked to get out in nice weather. Surprisingly, in one of the smallest towns, lunchtime programming was not successful, because the employees liked to get out to run errands.

## VOLUNTEERS

The majority of rural companies interviewed did not have a problem obtaining volunteers. For example, at the



Kohler Company, Jack Jarvis, CESRA, manager, recreation, attributes a strong company history to the loyal group of volunteers. "I think it goes back to 1920 when there used to be a Kohler Worker's Club. The employees have always wanted to contribute to enhance company programs." Many of the other employee services managers attributed proximity to their successful volunteer participation.

Once again, in Crawfordsville, Indiana, Caren Ames expressed that they have tried everything to recruit volunteers, but the same group of people always help.

## RETIREES

In most rural locations, it is much easier for older people to get to events; therefore, the majority of companies experience a high level of retiree par-

ticipation. Many of the rural retirees volunteer for work in their company. For example, at the Kohler company, retirees lead plant tours.

At R. R. Donnelley in Crawfordsville, Indiana, "The retiree participation is remarkable," according to Caren Ames. She attributes the success to a community service called the "Sunshine Express," which is a shuttle that picks up those who are 55 and over and takes them anywhere in the town.

Even when the particular rural company does not offer specific retiree programs, the towns usually had a community retiree club where they are able to stay active on their own.

## SPECIAL EVENTS

Most of the rural corporations had award banquets in nearby locations such as local cafeterias. One company had each department schedule its own special events, which made getting accommodations fairly easy.

In the case of the Kohler Company, the Kohler family also owns a hotel where 30-40 special events (award programs, luncheons, etc.) are held each year.

Caren Ames of R. R. Donnelly stated that dinner dances/special events are a problem in Crawfordsville. "We can't house the large number of employees. For some events we use a gym or take a lot of events outside, but in some available facilities alcohol is not per-



mitted," she said. Ames added that people are really not interested in formal events. "We've talked about it, but no one wants to dress up; however, small groups do like to go out formally."

## LOCAL CORPORATE INTERACTION

Of all the rural companies interviewed only one had regularly scheduled challenges with other corporations. In Crawfordsville, even though there are 15-20 major industries in the small town, interaction between companies is a new idea, according to Caren Ames. "The idea is gradually evolving. The hospital does sponsor a health run where all industries in town sponsor teams," she added.

In the Kohler situation, many of the nearby corporations have regrouped, while the Kohler Company has blossomed. "We don't have a nearby chapter in which we interact, so we really don't have much interplay with other corporations," Jack Jarvis explained.



At Wal-Mart in Bentonville, Arkansas, the "Fitness Classic" takes the place of local corporate competition. Each department competes in 11 different events. "We usually have over 500 participants," Tom Sheely, fitness center director, said.

## SUMMARY

In general, urban companies had more difficulty securing fitness facilities at reasonable rates than rural companies. In cases where the companies did not provide on-site facilities, the rural companies worked closely with community YMCA's, for example.

In terms of recreational participation, urban companies, on the whole, had a harder time securing fields due to space availability, cost and distance.

Commuting seemed to hinder urban participation more than rural. In both

locations, weekend and lunchtime programming were most successful in gaining volunteers and program participants.

Obtaining volunteers seemed to be a challenge in which each situation had a unique set of problems or advantages, regardless of location.

Retirees generally participated in programs that were accessible to them. Therefore, traveling into a city was a factor hindering urban retiree program participation.

Facilities for special events such as formal dinners or luncheons were more difficult to obtain in rural areas; however, cost and distance were obstacles for urban special event planning.

Local corporate interaction was minimal in both urban and rural locations.

## TIPS

In discussing programming situations in both urban and rural areas, the following tips to increase participation were suggested:

- Work with your corporate public affairs department to sponsor community events in the parks and recreation field. This may help you obtain local field and court space.
- Form or work with an industrial recreation league as another means of acquiring field and court space.
- For commuters who drive, provide extended parking spaces for after-work programs to avoid public parking fees.
- Schedule retiree events so that travel can be completed within daylight hours.
- Sponsor a corporate-wide event to gain publicity for your company.
- Avoid planning lunchtime programs during spring and summer months.

By being aware of a variety of situations affecting program participation in both urban and rural settings, perhaps more creative solutions will come to mind when dealing with general obstacles faced by employee services and recreation managers.





# A Guide to Banquet Planning

by Sue Wells

**Y**ou're elated—or alarmed! You have been asked to plan a banquet and already you can imagine the scene: a balmy evening, the sky filled with stars, the whisper and rustle of an elegant crowd murmuring its delight over the perfect blend of services, food and decor. Or, it's raining on your parade, and nothing is going right.

"Banquet," as defined in Webster's dictionary, is a formal dinner for many people, usually with toasts and speeches. While the word conjures up crystalline images of perfect ambiance, there's a long road to travel between concept and conclusion.

## BEGIN WITH A BUDGET

Like other planned group functions, banquets begin with a budget. If you have never established one, the idea alone might intimidate you. Or you may feel that a budget is unnecessary. After all, you say to yourself, I'll spend whatever I have to in order to accommodate the attendance.

Think of "budget" as a user-friendly word, like a road map that helps you reach your destination, with options for

side visits along the way. Your budget will allow you flexibility in planning, and certainly you will have several revisions along the way. But isn't that the way our most memorable trips go? When you know you can add something not considered at the beginning, and still come out all right at the end, you have a formula for success.

To start your budget worksheets, list every anticipated expense in an organized way. Do not overlook such things as telephone charges, speaker honoraria, graphics and printing, and the cost of maybe having to update a mailing list. If you are planning an awards banquet, think about additional printing for program books and any special audiovisual requirements you may have.

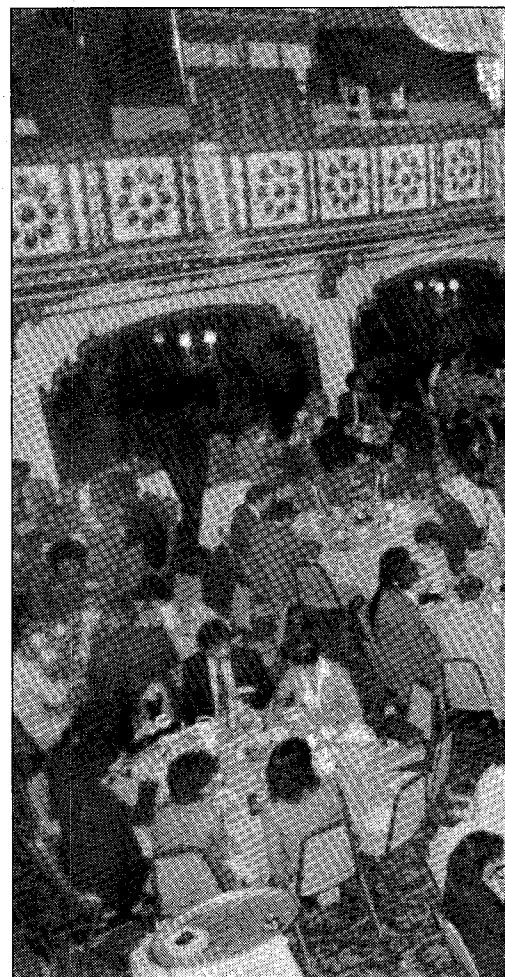
As when following any good map, your enumerated budget items will lead you logically from one thing to another. For example, one of the first items you might list is the cost of the room for the event. Then you will consider the kind of seating and whether white, padded chairs will cost extra. And what about color-coordinated table linens and centerpieces? As you begin to add up the numbers, you will discover how much the ambience you want to create

is going to cost.

Of course, who is paying the bill will make a significant difference. The sky may be the limit if your banquet is being underwritten by generous corporate funds. On the other hand, if participants will be paying their own way, you may have to work harder not to stray too far from the straight path to success. To set the per-ticket price, you will have to work backward over the estimates to make sure everything has been covered.

Expenses will fall into logical, related categories, depending on your special requirements. An awards function will have some additional wrinkles not found in an anniversary celebration, which in turn will not be the same as in some other special occasion banquet with additional entertainment and a master of ceremonies.

The reason for the banquet, then, affects such things as the formality of your invitations and the response mechanism, the special effects needed to enhance a particular theme, even the need for hiring security forces. Other expense items that might show up on your budget may be a valet service, messengers, banners and signs, extra





tips and pre-event meetings of staff, advisors and/or suppliers.

## ORGANIZE A CALENDAR

Having established the direction in which your banquet will go by virtue of your dollar budget, you move next to the calendar. Hopefully you will have nine or more months until the date of your event. But, whatever the timing, your plan needs to be written in black and white. See Figure 1.

## FIND THE RIGHT ROOM

Once you have a clear direction for your financial and time resources, the next priority is to find the perfect location. Site selection will be narrowed by the parameters set for your function. Knowing that 700 people are expected for the reception—dinner, recognition tributes and dancing will restrict your trip through a sometimes dazzling array of possible locations.

For example, the refurbished art museum may have a perfect gallery for cocktails and hors d'oeuvres, but the dining room is punctuated with Greek columns so that the dance floor is min-

iscule. A new hotel has tiered seating around an ample dance floor, but there is no way to seat everyone so they will have a direct sight line of the podium and head table. Perhaps you inspect an enormous ballroom that can be divided by folding walls to accommodate your banquet. You are assured that the wall is soundproof, but before you sign a contract, test that claim in person. It would be embarrassing to have the final aria from "La Bohemme" serving as background music to the solemn wisdom of your keynote speaker.

Consider the general appearance of the neighborhood where your function will be held and its relative convenience for any guests coming from out of town.

Determine how complete the food service facilities are and how far the kitchen is from your banquet area. The positioning of the kitchen and the dining room is crucial to good service, so you don't want to simply assume that it is nearby. (Unless entrees are meant to be served chilled, there is no charm in cold food.)

Other items to consider in your inspection tour are the A/V and lighting, access from reception area to dining

area, and how many restrooms are available and how distant they may be. Be sure to ask if any remodeling or construction is planned close to the time of your banquet. Drop cloths and the smell of fresh paint may not dignify your program.

Check whether there is a complete sound system installed in the room where your banquet will be held. Sometimes there are only speakers, so an amplifier has to be brought in along with microphones. Also consider the power and lighting capabilities. Are controls for the lights inside the room and easily accessible and adjustable? Can the overhead lights be turned off individually? Are there follow spotlights? Can you control the temperature? Since a vital element in your banquet will be creating the desired mood, dimmers, spots and air conditioning may be essential. If you find shortcomings, problems or items that will have to be installed, be sure to check the pertinent union labor restrictions.

Early attention to details like these can save your budget later on. Other subjects on your inspection checklist might include provision of a room for your entertainers to dress in, and whether the piano is tuned and in good condition (will you need two, if your reception and dinner are to be held in separate rooms?).

While it is not usual for planners to ask to visit the kitchen, if the property is proud of its facilities, you should be welcome to look around. Check for general cleanliness, but keep in mind that there are bound to be crumbs on the floor when meals are being prepared for several hundred people. However, you should not find the kitchen staff smoking while preparing food, or wearing filthy aprons or working among garbage. You should be looking for safe, sanitary preparation of wholesome food, so ask where food is held before it is served and whether it will be kept hot or cold enough to ensure that it will not spoil.

## CONSIDER THE CONTRACT

After you have chosen the facility

# Banquet Planning Calendar

- |                              |   |
|------------------------------|---|
| As far ahead as possible     | <ul style="list-style-type: none"> <li>▶ Set date for banquet</li> <li>▶ Develop budget (road map)</li> <li>▶ Select the site</li> </ul>  |
| Eight/seven/six months ahead | <ul style="list-style-type: none"> <li>▶ Arrange for keynote speaker/presenter</li> <li>▶ Arrange for other music/entertainment</li> <li>▶ Outline the event, inform appropriate participants</li> <li>▶ Contract for photographer/other technicians</li> </ul> |
| Four months before           | <ul style="list-style-type: none"> <li>▶ Select type of awards or similar premium items</li> <li>▶ Choose menu, finalize food and beverage contracts</li> <li>▶ Arrange room and A/V set-up</li> <li>▶ Order flowers</li> </ul>                                 |
| Three months before          | <ul style="list-style-type: none"> <li>▶ Confirm all program participants by phone</li> <li>▶ Review final plan with all participants</li> <li>▶ Design/produce invitations/program books, etc.</li> </ul>  |
| Two months before            | <ul style="list-style-type: none"> <li>▶ Set any publicity plan into motion</li> <li>▶ Mail invitations with response mechanism</li> <li>▶ Schedule a rehearsal, if necessary, and notify all participants</li> </ul>   |
| Three weeks before           | <ul style="list-style-type: none"> <li>▶ Confirm special request music/fanfare with music directors/talent</li> <li>▶ Complete engraving on awards, printing on banners/other signage and necessary tickets</li> </ul>  |
| One week before              | <ul style="list-style-type: none"> <li>▶ Confirm valet parking/coalroom</li> <li>▶ Order special dietary plates</li> <li>▶ Meet with catering staff to coordinate plans for reception/meal service</li> </ul>   |
| Day before                   | <ul style="list-style-type: none"> <li>▶ Walk through rehearsal with participants/technicians</li> <li>▶ Go through all details again</li> </ul>  |

that most closely meets all your needs, you should confirm your choice with a letter of agreement that usually includes a deposit. When you begin negotiations for food and beverage, your contract also should cover who will be responsible for the final bill, the method of payment and who is authorized to make alterations to the final agreement. (Note that it is not unheard of for a well-intentioned chairperson or newly elected officer to arrive on the scene three hours before dinner and turn the catering department on its ear by ordering the room re-arranged or the candles exchanged for paper lanterns.)

In negotiating arrangements for dining, pay attention to the most minute details. If you do not want dessert plates and coffee service removed while the after-dinner festivities are in progress, determine if you will have to pay overtime charges later. Know who your dining room contact is going to be and what the ratio of servers to guests will be. If you order French service—a cold, empty plate followed by a warm plate—make sure that you will get French service with each item served individually.

It is important to build an atmosphere of mutual respect between yourself and the catering manager. With a good attitude and proper negotiating skills, you can become more than just another contract number on the banquet schedule. Take the time to let the entire banquet staff know how important this function is to your organization and treat them like professionals. If you communicate your expectations, deliver timely information, solicit their advice and stick by your plans, their personal commitment to the success of your banquet can match your own.

It is up to you to create an atmosphere that befits the occasion, and that means covering every detail, writing down who is responsible for what, and the expected result. Keep in mind that if the banquet is in honor of a solemn or momentous event, you will want your guests to sense the formality through the choice of music, decor and food and beverage service. This is not the time for flamenco guitars or thumping



disco but rather a harpist or string trio and white-gloved servers. If there is no elaborate ceremony, you can set the mood by other stimuli, such as a continuous slide presentation or kinetic display. A theme party has endless possibilities for music and decor, from having your musicians garbed in native costumes to bringing in life-sized floral or ice sculptures.

## SELECT THE MENU

When it comes time to talk about food, don't be limited by the standard printed menu. If you ask the catering manager in which items the chef excels, a meal can be created that reflects the quality of the establishment. It is appropriate to discuss your budgetary limits and to ask if you can get something for less, but you should not suggest your own price. If your catering budget is limited, consider a three-course dinner (salad, entree and dessert), which can be just as filling as the traditional five-course meal.

There are many ways to cut costs without affecting the quality of your meal. You might simply substitute chicken for veal. Or, choose an easy-to-prepare meal rather than an elaborate set of dishes that will require extra time and labor by the staff. Take into consideration the season in which your banquet will be held, and select locally grown, fresh produce that will be available at the time. Plan to serve a dished-up dessert rather than individually prepared portions. But never try to cut costs by reducing service. Your guests will be more offended by having to wait for a second cup of coffee than by eating chicken rather than beef.

In this day of nutritionally conscientious eaters, you may want to design an overall menu to meet everyone's preferences. Even an all-out extravaganza can be healthy and elegant if you incorporate lighter, fresher foods. By doing a little research ahead of time, you can ensure that even attendees with special dietary needs can be served at the same time as everyone else. Giving the chef prior notice allows him to prepare a vegetarian platter, for example,

that will be every bit as appetizing as the regular entrees. In considering menus, do not choose just your own favorites, and stay away from exotic dishes unless you are sure of your guests' tastes.

Knowing that people are not eating as much as they used to, consider planning only six hors d'oeuvres per person during the reception. Arrange to have them passed on silver trays. By not allowing people to fill up a plate from laden tables placed throughout the room, you economize by mixing more expensive with less expensive choices. You will want to ask the catering manager which hot hors d'oeuvres can be prepared on short notice, and how long that will take, in order to maintain a pleasing balance on the trays.

## CONTROL LIQUOR COSTS

An economical approach to controlling liquor costs is to pay "per drink," as long as you are willing to enforce two controls: inventory the bars before the reception begins and as soon as it is over, and insist on measured pouring of liquor into each drink, either by jigger or with posi-pour tops.

If your budget will not permit you to host wine with dinner, you will want to accommodate the expected demand for purchasing it. One way is to have bottles available at the bar during the reception. You will have to give your guests time to make arrangements to buy a bottle, perhaps even while the first dinner course is being served. While this may not be the customary procedure, it does eliminate the disruption of dinner service when wine is sold by a server at each table. In anticipation of wine purchased for dinner, ask to have wine glasses present on the tables. Bottles of wine should be opened at the bar.

## ARRANGE THE ROOM

At the beginning, when you are discussing dates and arrangements with the banquet facility, be sure to block out time for setting up your event. For example, a floor plan looks great on

paper, but sometimes it does not allow sufficient space between the tables. By setting your room early on the day, you can inspect tables, chairs, bandstand and headtable placement. If some other function appears in your space earlier on the day of your event, it could wreak havoc on your set-up plans.

Expect to seat eight people at 60-inch round tables or ten guests at 72-inch rounds. These arrangements provide optimum comfort for your guests, eliminate crowded dishes and glassware, and leave room for graceful, unobstructive table decorations.

Specific situations will call for other solutions. For instance, depending on the format of your event, you will need to locate and negotiate with suppliers other than those referred to here. These might include speakers and/or entertainers, florists and/or designers, musicians and others. But whatever your circumstances, you will invest considerable time and effort in making your banquet a success.

However, the best ideas and intentions have little value if they cannot be executed. As a planner, it is your responsibility to write everything out in advance to allow for adequate preparation time and to avoid misunderstandings. Thus, the most important first step on your road to a successful banquet is to create as detailed a road map as possible. Without a basic description of the reason, scope and tone for your affair, you will constantly run into roadblocks and detours in trying to deal with costs and arrangements.

Miquel Cervantes wrote, "The man who is prepared has his battle half fought." So, now that you have got your budget, your calendar and your detailed plan, you can sit back and enjoy the luxury of worrying about the weather.



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*Sue Wells is president of Direct Connection Inc., Northbrook, Illinois. She founded the firm in 1977 to provide the full range of headquarters services on a shared basis for small and mid-sized trade associations and professional societies.*

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# **Video Vending: An Idea Whose Time Has Come**

*by Sue Dettore, CESRA*



**F**inding ways to raise money for employee programs is always a concern for employee services managers. Once an idea is realized, putting it into motion can be challenging. Using the video vending concept to raise money is not only profitable but also a great addition to an employee services program.

During the last five years video rentals have become one of the fastest growing areas of the consumer market. Video rental stores are popping up throughout the country, and viewing videos at leisure is considered a convenience as well as a pleasure.

Weaving this leisure-type activity into your employee program is an idea worth investigating. Offering the employee an opportunity to rent a video without having to leave his work-site is a definite convenience and with proper coordination can be profitable as well.

## **CHOOSING A VIDEO VENDING COMPANY**

Since the video vending machine concept is becoming more popular each day, there are more and more suppliers to choose from. It is important that many suppliers are contacted to determine which one meets your particular needs. It is also helpful to see the machine in operation. This will provide a better understanding of the overall mechanics of the machine and allow a better estimate of its potential.

Be sure to inquire about the updating of tapes, procedures regarding maintenance of the machine, etc. A contract is essential. This contract should release your company from any liabilities in reference to the machine, list all obligations of the video vending company and also point out grounds for termination of the machine. An initial trial period of 60-90 days is also suggested. During this time you can determine the benefits of the machine and also re-evaluate the entire program.

Providing a suggestion box near the machine is also helpful. This way, employees can give their feedback by submitting requests, comments or suggestions.

## **THE MACHINE BASICS**

The basic item that needs to be supplied by the company is an area for the machine. This area should be frequently traveled by all employees. The original video vending machines were large and needed ample space. Recently, machines have been made smaller to accommodate smaller areas. The larger machines hold approximately 300 tapes.

Cash and/or credit cards are the usual mode of payment. The machine delivers a receipt with each transaction which gives a detailed account of the tape rented and the amount of purchase. Each tape has a number which is used when renting and returning the tape. In most instances credit is given rather than cash.

The actual procedure for operation of the machine should be clearly posted for all employees to follow. Renting and returning of the tape is usually only a three-to-four-step procedure. There may be a grace period built into the process which allows people to return tapes if they accidentally pressed the wrong numbers.

The length of time of rental is 24 hours, just as in the video stores. After the initial 24-hour period the machine will make the additional charges if necessary. In order to rent another tape, any excess charges would have to be paid off. A listing of persons who have excess charges can also be obtained. All charges and credits will be reflected on the receipt. Some sort of "credit card" number is needed to access the machine. At Litton Guidance and Central Systems, employees were issued a video credit card with individualized numbers on it. This was used in place of a credit card.

## **VIDEO VENDING AS A FUND-RAISER**

There is a bottom-line cost of each tape but the final cost to the employee is dependent upon the amount of profit desired. The bottom-line cost is something to be worked out with the representative of the video company. This initial amount can be altered after ob-

serving the operation. Prices can be increased or lowered depending upon the volume.

Another alternative is to make a flat percentage off the gross. Whatever the particular agreement, the negotiated contract should be spelled out in detail.

## **CONVENIENCE OF VIDEO VENDING**

The main selling point of the video vending machine is the convenience factor it affords the employee. The machine is operable 24 hours a day and employees do not have to leave the facility or fight parking. Usually there are no long lines either. Since video stores are abundant and competitive, it is important that the video vending machine convenience factor be promoted above everything else. Of course, combining good prices with convenience will make the machine more attractive to employees.

## **INITIAL PROMOTION OF THE MACHINE**

It is important to use all methods of advertising to alert the employees about the arrival of the machine. A large promotion campaign should be started prior to the arrival of the machine and continue during the initial trial period. Litton offered an incentive to all employees who signed up for the machine and used it during the first two weeks. Employees enjoyed this promotion and it made a difference.

Another important item to include in your initial promotion of the machine is the presence of at least two representatives from the video vending company. They can demonstrate to the employees the ease of video renting and also answer any questions employees may have.

Continual promotion on behalf of the machine is imperative. Monthly newsletters with upcoming releases should be sent out to all employees. This newsletter should also report any purchasing specials which will be offered.



*Photo courtesy of Group 1 Entertainment, a NESRA Associate Member, along with Viewers Choice Video, providing vending machines for the sale or rental of video cassettes.*

## THE IMPORTANCE OF CHOOSING TAPES

One of the keys to a successful operation is the continual updating of video tapes. It is important to analyze the types of tapes which are being rented by your employees. Your machine should be able to supply data regarding categories and rentals. From this data, modifications can be made. Some categories may need to be enlarged or decreased. Determining which tapes employees rent is the key to making the program a success.

While meeting with the video vending representative, make sure to ask about the updating of tapes, how often they are rotated, etc. Also inquire as to what sources they use to determine which tapes will be offered. It is always a good idea at first to offer a wide variety of categories, i.e., comedy, drama, top 10, thrillers, musicals, etc. Depending on the frequency, foreign films can also be included. It is also helpful to have more than one of the

more popular tapes available. VHS tapes are more popular than Beta. Depending upon demand, it may be wise to stock some Beta tapes.

Litton's price for tapes, rented Monday through Thursday, is \$2. Tapes rented on Friday are \$3.50, due to the weekend.

## VIDEO VENDING AS A LIFESTYLE PLANNING CONCEPT

Another concept in the ever-growing video field is the rental of tapes regarding personal development and growth. The latest information on personal development, financial security and physical well-being can be made available to employees. Litton is presently offering this type of service to employees in addition to a movie rental machine. The objective is for employees to complete certain programs within a specified amount of time. Along with each program a notebook is utilized containing information regarding personal assessments and exercises to perform regarding the various learning areas.

Accompanying each program is a suggested completion time, depending upon the program itself. Incentives are given to employees who complete these programs within the prescribed amount of time. At the completion of these programs a certificate is given and individual recognition is received. A promotion encouraging employees to complete the program within the specified amount of time will add to the success of the overall program.

The tapes rented can be taken home and shared with the whole family. This allows seminar-type information to be presented in the comfort of home at a low price.

## COST OPTIONS

The cost of this program can be handled in various ways. The company can pick up the entire cost of the program and offer this to employees as a com-


plete benefit. To generate interest, Litton paid for the enrollment fee, workbook and the first tape rental. The remainder of tapes in the program were made available for rental at \$2 each. This same information through selected seminars would cost hundreds of dollars. The cost factor can be negotiated through your company and the company representing the program.

## GETTING THE WORD OUT

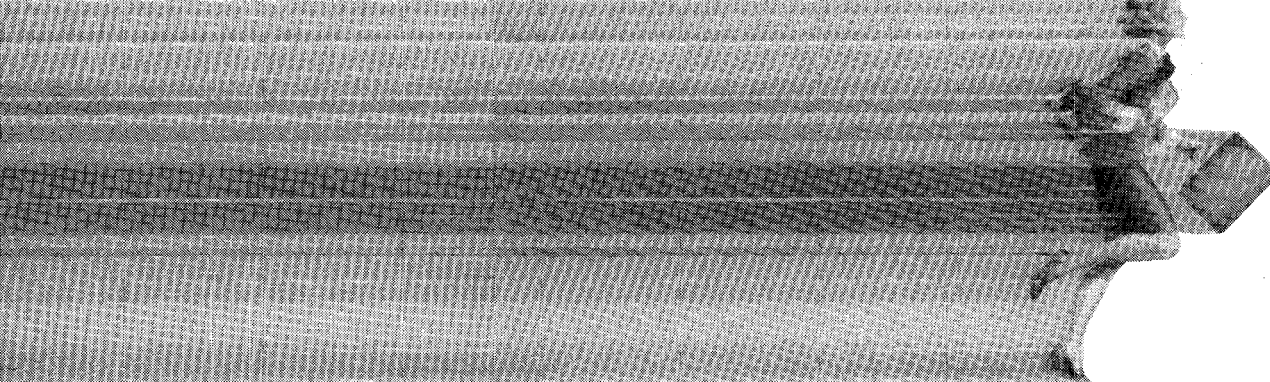
Again, promotion of this program is imperative. When a company decides video vending is a service that will be offered to employees, the major task is to introduce this service to as many employees as possible. Litton drafted a letter from the vice president of human resources and sent it out with individual paychecks. A detailed outline of the various programs was also attached along with price information. The feedback was tremendous.

The video vending market presents several avenues of services and benefits for the employee. Like every new endeavor, it needs to be researched and, once decided upon, taken seriously.

Proper promotion is essential to the success of the program. Promotion must continue on a routine basis to keep the employees constantly interested. A proper plan needs to be worked out with both parties regarding procedures when the machine malfunctions, etc. In some cases, minor problems will cause the machine to break down entirely. Safeguard yourself with a thorough contract.

Take advantage of the different companies offering a similar service. Because the area is growing so quickly, it is to your advantage to investigate what others are doing. As video vending becomes more and more popular and more perfected, machines are appearing in grocery stores, restaurants and shops. Video vending—definitely an idea whose time has come! 

*Sue Dettore, CESRA, is Employee Services Supervisor of Litton Guidance and Control Systems, Woodland Hills, California.*



# “Trailing Spouse”

## Employment Assistance Programs

*by H. Cris Collie*

**Y**ou have just offered one of your corporate employees an exciting new position with a substantial salary increase at your company's new location in Los Angeles. He seems very interested in the opportunity, but, to your surprise, the employee doesn't readily accept the move.

After questioning him on his reluctance to relocate, the employee informs you that his spouse not only supplies nearly 50 percent of the household income with her professional position, but would not welcome an interruption in her career at this time. Consequently, you are faced with a challenge that is encountered by many human resources professionals today: offering some type of assistance to the “trailing spouse” of a relocating employee to aid in re-employment at the new location.

### **RELOCATION POLICY**

Corporations relocate employees to ensure that the best possible talent is placed in the appropriate position at the right time. In order to reach this goal consistently, barriers to relocation must be identified and addressed so that the transfer, when offered, is not turned down because of an easily corrected problem. Studies of transferring fam-

ilies have shown that financial considerations top the list of “relocation concerns,” followed closely by the family's acceptance of the move. Severe financial and emotional concerns quite naturally affect an employee's performance, so corporations strive to address problematic areas before they create an obstacle to relocation.

Currently, the average corporate relocation policy formally addresses real estate needs (needs relating to the sale of the old residence and the purchase of the new home), the shipping of household goods, temporary living, and other incurred tax and miscellaneous expenses. These areas reflect the corporate response to needs communicated by the employee and are reviewed for revision when it becomes evident to the corporation that the assistance in a particular area is either no longer necessary or is not sufficient to ensure a successful relocation.

### **ADDRESSING A NEED: SPOUSE EMPLOYMENT ASSISTANCE**

The feminization of the professional workforce is not a new phenomenon by any means, but its effect on society, and on the relocation industry, is becoming more apparent as we move into the latter half of this decade. While

women only earned 10 percent of bachelor degrees in business and related fields in 1971, they earned 37 percent only a decade later.

Additionally, women already hold at least 40 percent of all bachelor degrees in what were formerly viewed as traditional male positions such as accounting, business, statistics, marketing, industrial relations and personnel management. Societal forecasters have predicted that by 1990, as many as 75 percent of all families will have two wage-earners.

Furthermore, although the transferring employee is most often male, the number of women transferees is growing steadily: from five percent in 1980 to its current level of 11 percent.

According to Employee Relocation Council research, almost 40 percent of spouses are employed more than 30 hours a week, with the number expected to rise to 52 percent by the year 2000. Furthermore, about 24 percent of spouses are involved in developing their own careers—which is likely to reach 30 percent by 1990 and 36 percent by the start of the next decade.

What these figures tell us in the relocation industry is this: not only must we virtually abandon the concept of the single earner per household, we must also consider that the incidence of the “trailing spouse” being male is likely

to grow as more women enter the middle management arena and are transferred. But the challenge to be resolved in relocation is not merely a dual-income issue—it is increasingly a dual-career issue as well.

The dual-career issue has not, as yet, created a severe deterrent to relocation; however, corporations have noted that some issues have arisen that may prompt attention. For instance, when a company is recruiting new talent or offering a transfer to a current employee, the relocation may be turned down because the prospective transferee knows that his or her spouse is committed to a position he/she may not wish to give up in favor of the transferee's new opportunity; or the household finances require the combined salaries of the couple to maintain their current standard of living.

Council surveys note that more than 30 percent of corporations currently have some type of spouse employment assistance program in place, though assistance is usually offered on an as-requested, case-by-case basis. If the employee is reluctant to request assistance for his or her spouse or feels that the corporation would not respond to the request and so does not introduce the problem, the company may not automatically anticipate the need for such assistance and may not succeed in hiring or placing the "best talent in the appropriate position at the right time."

## EXISTING SPOUSE EMPLOYMENT ASSISTANCE

Current spouse employment assistance takes many forms, perhaps because the re-employment needs of the spouses themselves are so varied. For instance, the spouse who is seeking a fairly traditional and readily available position in the new location (for example, a clerical or nursing position) may require assistance only in resume preparation. On the other hand, an individual with highly specialized training would require more specific placement assistance.

Since spouses must be personally motivated to re-employ themselves, one company (Baxter Travenol Laborato-

ries, Inc.) has developed a "self-help" kit for spouses to assist them in evaluating current skills and identifying likely employment prospects at the new location. Other companies have formed spouse employment networks through which they assist each other in locating positions for the spouse, or are relaxing nepotism rules so that, provided a position for the spouse is available and fits his or her skills, the transferee and the spouse might both be employed at the same location. Still others might extend the house-hunting trip by a period of time to allow the spouse to job-hunt at the new location, or will offer an additional trip for that purpose.

## CREATING THE SUCCESSFUL SPOUSE EMPLOYMENT ASSISTANCE PROGRAM

Council research regarding the future needs of the transferee and spouse in the dual-career household indicates that the re-employment of the spouse is significant, but other factors, such as the importance of re-creating the family's organizational structure (day-care, babysitters, etc.) as soon as possible after the move, may eventually contribute to the elements that form a comprehensive spouse employment assistance program.

Based on the observations of those corporations that have implemented spouse employment programs or have researched the issue, several key points surface frequently, which can serve as a foundation upon which to develop the appropriate program for one's own company.

**1. Consider how and when to offer assistance.** The company must communicate the program effectively by outlining the type of assistance being offered, how the spouse will receive the assistance, and who will administer the assistance.

**2. Avoid raising the spouse's expectations.** The spouse should be aware that the corporation will assist with the job search but is not guaranteeing a job. The responsibility of finding a job ultimately rests with the spouse,

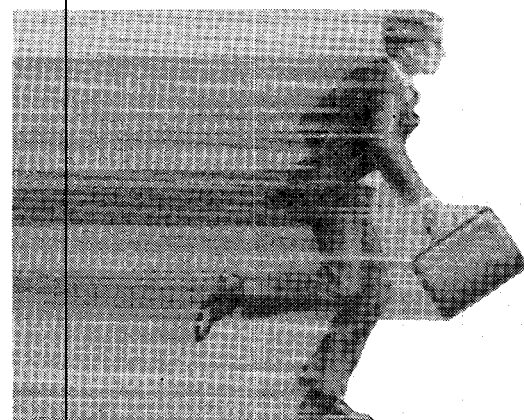
regardless of the level of assistance offered, and it should be communicated to the spouse that a strong commitment to the job search is necessary to achieve re-employment.

**3. Emphasize new employment opportunities as a positive part of relocation.** Point out to the spouse that the relocation and eventual re-employment could be an opportune time to reevaluate, and perhaps redirect, one's employment needs and career.

**4. Keep the spouse employment assistance flexible.** Bear in mind the distinction between those seeking jobs as opposed to those resuming careers by assessing a spouse's needs based on factors such as the type of work being sought, the current career level, and the employment climate at the new location. In short, try to maintain a cafeteria-style assistance program so that the assistance can be tailored to the different needs of each spouse.

It is evident that the spouse employment assistance issue will gain more prominence as we welcome increasing numbers of women into the workforce, but it is equally evident that human resources and relocation professionals have the skills and creativity necessary to rise to the challenge of keeping the nation's workforce mobile.

*H. Cris Collie is the Executive Vice President of the Employee Relocation Council (ERC), Washington, D.C. ERC is a non-profit organization providing information for the effective administration of relocation programs.*



# 1986 Tax Reform Act: Changes Affecting Benefit Plan Design

by Christopher B. Nelson and Mary G. Fitzpatrick

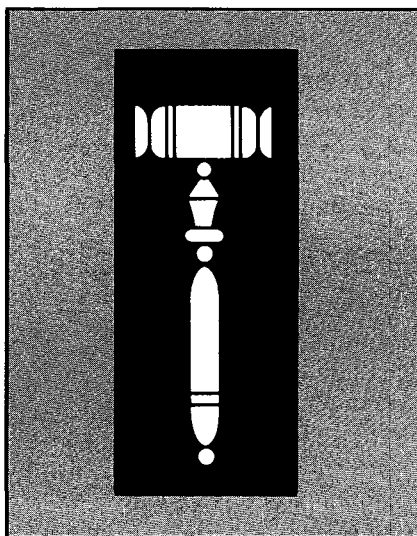
**E**mployers should review their fringe benefit plans in light of the Tax Reform Act of 1986 (TRA). The Act has established new requirements or nondiscrimination rules which attempt to eliminate preferential treatment of employees who receive a disproportionately-high amount of benefits in relation to other employees (highly-compensated employees), and instead, provide these benefits to a broad cross-section of employees.

These new nondiscrimination rules apply only to "statutory employee benefit plans" which are defined as group term life insurance plans and accident and health plans. In addition, employers may elect to treat group legal service, educational assistance, and dependent care plans as statutory employee benefit plans and apply the new rules rather than the current individual nondiscrimination rules applicable to such plans.

A plan which the employer elects to treat as a statutory employee benefit plan would be grouped with other statutory employee benefit plans. Such a grouping might allow an otherwise discriminatory plan to meet the new requirements.

If a statutory employee benefit plan fails to comply with the eligibility and benefit rules under the TRA, the plan will be deemed discriminatory. Highly-compensated employees favored by the discriminatory plan will be required to include in gross income the discriminatory excess, which is the excess of any highly-compensated employee benefits of highly-compensated employee permitted benefit under the new rules.

The highest permitted benefit is calculated by reducing the nontaxable benefits of highly compensated employees until the plan complies with the rules. In addition, if an employer fails



to report the discriminatory excess to the affected employees and the IRS, a nondeductible excise tax will be imposed on the employer unless the employer is able to demonstrate that the failure to timely report was for reasonable cause.

The effective date of the nondiscrimination rules is dependent upon when the IRS issues regulations. Plans must comply in plan years beginning in 1988 unless the IRS has not issued regulations by September 30, 1987. In that case, the effective date will be the first plan year beginning either after the earlier of December 31, 1988 or three months after regulations are issued. For plans maintained pursuant to a collective bargaining agreement ratified before March 1, 1986, however, the rules do not apply until either the earlier of January 1, 1991 or the date on which the last collective bargaining agreement terminates.

## NEW RULES AFFECTING PART-TIMERS

The Tax Reform Act may have a significant impact on part-time em-

ployees. Particular attention should be given to statutory employee benefit plans which exclude part-time employees from coverage. Under these new nondiscrimination rules, employees who work 17½ hours or more per week or more than 6 months per year generally must be included in determining whether a fringe benefit plan is discriminatory. Thus, the typical plan which excludes from coverage part-time employees working less than 30 hours per week may not pass muster under the new rules.

Under an employer's accident and health insurance plans, however, an employer is not required to provide the same benefit to part-time employees as it does to full-time employees. Thus, an employer may elect to apply special rules for part-time employees in determining whether certain employees are receiving a disproportionately-higher share of benefits (the benefits test).

If an employee works less than 22½ hours per week, the employer under these special rules may double the actual value of benefits provided in applying the benefits test. Similarly, if an employee works 22½ hours but less than 30 hours per week, an employer may assign a benefit value of 1½ times the actual value of the benefit provided.

An employer's subsidy under the benefits test also may be reduced for part-time employees. If an employee works 22½ hours but less than 30 hours per week, the employer subsidy may be reduced 25 percent. An employer's subsidy may be reduced 50 percent for employees working less than 22½ hours per week.

Note, however, that these special rules for part-timers are applicable only if more than 50 percent of the employees included in the determination nor-



mally work more than 30 hours per week during the year.

## ADDITIONAL RULES AFFECTING FRINGE BENEFIT PROGRAMS

In addition to the nondiscrimination rules, the TRA establishes five requirements applicable to any statutory employee benefit plan, dependent care assistance plan, qualified tuition reduction program, cafeteria plan, fringe benefit programs providing no-additional-cost services, qualified employee discounts, employer-operated eating facilities and plans to which Section 505 of the Internal Revenue Code applies.

- The plan must be in writing and maintained for the exclusive benefit of employees or spouses and dependents of employees where permissible.
- The plan must provide employees with reasonable notification of benefits available under the plan.
- For dependent care assistance plans, the notification must include a description of the dependent care tax credit available to the employee under the Internal Revenue Code and the circumstances under which the tax credit is more advantageous than the benefit available to the employee if the child care benefit is excluded from the individual's income for tax purposes.
- The employee's rights under a plan must be legally enforceable and thus payment of benefits generally cannot be discretionary.
- The employer must have intended to maintain the plan indefinitely when it was established.

If a plan fails to comply with these five requirements, the employer-provided benefit, considered to be the value of the benefits actually received rather than the coverage provided, must be included in an employee's gross income.

## DEPENDENT CARE ASSISTANCE PROGRAMS

The TRA also established new rules

relating to other employee benefit plans. For example, a dependent care assistance program must comply with a special benefits test if the plan is not treated as a statutory employee benefit program by the employer. Under this special rule, the average employer-provided benefit only need be 55 percent of the average employer-provided benefit received by highly compensated employees.

In applying this test, employees earning less than \$25,000 per year are disregarded if benefits are provided through a salary reduction agreement. In addition, beginning in 1987, the maximum employer contribution that may be excluded from an employee's gross income for dependent care assistance payments is \$5,000 for an employee filing a joint return and \$2,500 for a married employee filing a separate return.

## EDUCATION ASSISTANCE AND GROUP LEGAL SERVICES PLANS

Exclusions from income of amounts paid by an employer under educational assistance programs and group legal services plans were retroactively extended under the TRA for a limited period. The exclusion for educational assistance programs was extended through the taxable year beginning after December 31, 1987 with the maximum exclusion increased from \$5,000 to \$5,250. The exclusion group legal services was extended to the taxable year ending before January 1, 1988. Because these exclusions will expire before the new nondiscrimination rules established by the TRA take effect, educational assistance and group legal services plans are subject to current nondiscriminatory requirements.

This article has discussed a few of the new rules under the TRA relating to employee benefits. These new rules are very clearly a step toward greater statutory regulation of employee welfare benefits which were left largely untouched by the rules set forth in the Employee Retirement Income Security Act of 1974 ("ERISA"). Close ob-

servers of the Washington scene are expecting more legislation regulating these benefits soon.



*Christopher B. Nelson and Mary G. Fitzpatrick are lawyers with the firm of Kovar, Nelson & Brittain in Chicago, Illinois. The firm specializes in representing management in all legal matters pertaining to labor-management and employee relations.*

# IT'S TIME TO GET OUT OF THE DARK.



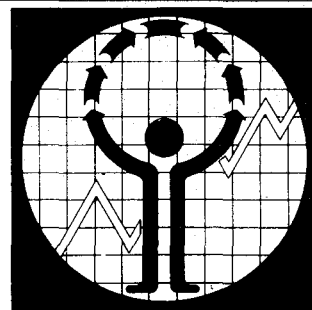
Open your eyes and see just how many subjects are covered in the new edition of the Consumer Information Catalog. It's free just for the asking and so are nearly half of the 200 federal publications described inside. Booklets on subjects like financial and career planning; eating right, exercising, and staying healthy; housing and child care; federal benefit programs. Just about everything you would need to know. Write today. We'll send you the latest edition of the Consumer Information Catalog, which is updated and published quarterly. It'll be a great help, you'll see. Just write:

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# Program Communication: Promotional Strategy

by Rebecca S. Gregory, CESRA



**Y**ou can produce the best program in the world, but it won't sell if you don't advertise. In persuasively communicating your program keep the elements of the advertising business in mind.

According to *Promotional Strategy* by James F. Engle, promotional strategy is a controlled integrated program of communications methods and materials designed to present a company and its products to prospective customers; to communicate need satisfying attributes of products toward the end of facilitation sales thus contributing to long-run profit performance.

Your company is comprised of your department and group of employees and volunteers who are responsible for your health enhancement or employee services program. Your product is your program and your customers are the company employees. Participation by those customers indicate your sales.

When you consider advertising your program, identify the following elements:

- Customer needs
- How you can satisfy those needs
- Available communication media and methods
- Short and long-range plans for your communication program

## CUSTOMER NEEDS

There will probably be a difference between the needs of your customers and those you want to satisfy. However, with your ability to appease somewhat superfluous consumer desires you may get the opportunity to satisfy your own. For example, looking better and having fun may be of higher apparent value to your market (all potential customers) than cardiovascular

conditioning. An aerobics class which your employees may want for cosmetic benefits could be the "hook" which will get them interested in other elements of your program. An exercise you might find useful is to list the needs of your market and compare it to your own agenda.

## SATISFYING NEEDS

No amount of advertising will sell a product that doesn't work or that people don't want. If advertising were as persuasive as people think it is, there wouldn't be so many failed products.

Identify how your program can meet your market needs. You may have to revise your programs to satisfy the desires your customers have. It is your job to understand how you can help customers identify the needs they cannot articulate when they become involved in your program. Publicizing your program may assist people in identifying needs they are unaware of.

## METHODS

What sorts of communication tools are available to you? How can you use them to get your message across? You should be prepared to make three levels of contact.

- 1) **Attention—The Hook:** Get your market's attention by producing an attractive, concise message. Check stuffers, brief stories in a newsletter or an announcement over a loudspeaker can be effectively used to get attention. Think about what makes you stop to watch a TV commercial or read a magazine ad.
- 2) **Details:** After you get their attention your customers will need

more information. You can accommodate this need by preparing written details for distribution and being ready for phone calls.

- 3) **Closing the Sale:** Person-to-person contact will sell your product. You must develop the ability to quickly determine what is important to a potential customer and explain how your program will make a difference.

## IMPLEMENTING PLANS

As indicated earlier, you need to think about objectives for your communication program. What if no one responds? What if everyone does? How do you maintain enthusiasm for your program?

An example of poor planning occurred in a local fitness center which advertised an extremely low introductory membership price. A large number of people responded but, unfortunately, the center could not handle the crowd. Customers became frustrated, did not renew memberships, and consequently, the center went bankrupt.

## SAMPLE PROMOTIONAL PLAN

Your "long-run profitability," as mentioned earlier, is dependent upon sales. Getting people to buy your program is only half of your sale; you need to keep them there.

At Rockwell International we think we've done a thorough job of communicating our recreation center opportunities. This is what we've done:

**Need Assessment:** Prior to approval of our building plans, we surveyed our employee population to determine what they wanted in a recreation center. This formed the basis of our proposal to

management for construction of a facility. At this time we gathered information by visiting other corporate facilities and maintained notes detailing employee suggestions.

**Attention:** Eight months prior to opening we announced via our company newsletter that we were going to begin construction of our facility to get initial attention. Shortly thereafter, we sent a professionally produced full-color brochure about the center to all of our employees' homes.

**Details:** Five months prior to opening we started holding a series of employee group conferences. Our intention was to answer questions and gather suggestions for policies and procedures to be used in the facility. We provided information and asked for feedback.

**Attention and Details:** Three months before opening we began to publish a paragraph about the center each week in our twice-weekly company newsletter.

**Closing the Sale:** Six weeks prior to opening we began to register employees and their families for the center. At this time several center staff members were present to consult with people enrolling. By the time our center opened over 1,000 people had enrolled in something they had not yet even seen.

**Open House:** Two days prior to opening we held an open house so our employees and families could get their first look at the center. All staff members were present so our people could see that the physical building was only part of the plan.

## POST OPENING: LONG-RUN PROFIT PERFORMANCE

Once the center opened, the real work began. We had to make good the claims we made before opening.

With the realization that our market is limited we routinely and aggressively promote the center's offerings to our employee population. It is important that our customers and potential customers are frequently told about

center activity, thus reinforcing the center's value.

Nearly every week something about the center appears in our twice-weekly company newsletter. We also publish a quarterly Recreation Center newsletter. To celebrate one year of operation we produced a four-page, full-color edition of our company newsletter which highlighted how we've evolved.

The key to our ongoing success is the center's staff. We are acutely aware that one member's bad experience could reverberate throughout our company, producing negative effects. Consequently, staff is chosen for their ability to work with people as well as their experience with and knowledge of fitness and recreation programs.

A new person using the facility will usually spend at least 30 minutes with one of our fitness instructors. At that time goals will be identified along with methods to achieve those objectives.

After orientation, staff members constantly work with our employees when visiting the center. Staff supports member efforts by helping them identify gradual progress made which contributes to long-range differences. The attention and encouragement our staff gives to its customers ensures our product's long-run profitability. A measure of our success is the fact that over 3,000 people were members of our facility at the end of one year of operation.

In communicating your program you must transmit a message that your company employees can understand. Be creative in your approach to getting attention. Be prepared to clearly and concisely follow up with details that are thorough enough to satisfy your prospective customers. Then send your message frequently to keep your programs before your public. Lastly, understand that because (we) in the people business, human contact and interpersonal communication are the most important elements of getting your message across.

*Rebecca S. Gregory, CESRA, NESRA Vice President of Membership Development, is Administrator of Employee Activities at Rockwell International, Cedar Rapids, Iowa.*

## ADAM CHERWITZ ENTERPRISES

5501 LBJ Freeway, Suite 210  
Dallas, TX 75240  
(214) 980-0818  
Contact: Adam Cherwitz

Adam Cherwitz Enterprises, wholesalers and manufacturers of fine jewelry, offers 66 percent off of the retail price. Merchandise can be provided on consignment to be sold at a company store or employee association, or an on-site sale of items can be arranged.

## APPAREL BROKER, INC.

750 Big Shanty Road, P.O. Box 31  
Kennesaw, GA 30144  
(404) 955-2295  
Contact: Bernard Krautz

The Apparel Broker offers a variety of men's apparel at substantial savings including items such as the classic blazer, quality dress trousers, the finest dress shirts, 100 percent Italian silk neckties and more.

## CAHNERS EXPOSITION GROUP

221 Columbus Ave., P.O. Box 35  
Boston, MA 02117-0035  
(617) 536-8152  
Contact: Robin Segel

The Cahnners Exposition Group offers NESRA members the opportunity to purchase discount tickets on a consignment basis for trade and public shows produced across the United States.

## COTTAGES RESORT AND CONFERENCE CENTER

P.O. Box 7528  
Hilton Head Island, SC 29938  
(800) 255-2471  
(803) 686-4424  
Contact: Liz Kiley

The Cottages are a cluster of townhome villas overlooking lagoons and Shipyard Plantation's Golf Course. The villas offer the home atmosphere of formal dining rooms and spacious porches where you can sit and enjoy the view. A 10 percent discount on daily rates is offered to NESRA members.

## GEAR FOR SPORTS

16002 W. 110th Street  
Lenexa, KS 66219  
(913) 888-0535  
Contact: Alan Krasnoff

*Gear for Sports*, a division of Winning Ways, is a supplier of quality imprinted sportswear, featuring super heavy-weight fleece and related activewear separates.

## HEIRLOOM BIBLE PUBLISHERS

1199 E. Central, P.O. Box 118  
Wichita, KS 67201  
(800) 835-1051  
(316) 267-3211 (in KS)  
Contact: JerryAnne Hadley

Heirloom Bible Publishers offers a way to recognize employees with retirement or memorial gifts and service awards at direct-from-the-publisher prices (over 50 percent discount). Group orders for personal gifts are welcome. A free sample is available.

## HILTON INN GATEWAY

7470 Highway 192 West  
Kissimmee, FL 32741  
(800) 327-9170  
(800) 325-4400 (in FL)  
(305) 396-4400  
Contact: Rose Watkins

The Hilton Inn Gateway is located one mile from the main entrance to Walt Disney World/Epcot Center. The hotel features 353 rooms, convention facilities, two pools, 18-hole mini golf course, children's playground, par fitness course, restaurant coffee shop/deli bar and piano bar lounge.

## PALM DESERT RESORT AND COUNTRY CLUB

77-333 Country Club Dr.  
Palm Desert, CA 92262  
(619) 345-2781  
Contact: Carl G. Burnburg

The Palm Desert Resort and Country Club has 320 acres, 250 one and two bedroom villas, a 6,500-yard PGA rated golf course, 16 lighted tennis courts, two restaurants, two bars and 20 swim-

ming pools throughout the property. A 15 percent discount on seasonal rates is offered to NESRA members.

## THREE BUOYS HOUSEBOAT VACATIONS

718 N. Third St. #202  
St. Louis, MO 63102  
(314) 621-8215  
Contact: John Jackel

Three Buoys Houseboat Vacations builds and operates 40-, 44-, and 54-foot houseboats for vacation rental at five marine locations in Canada and three in the United States. All boats sleep 10 and are fully equipped for luxury lake cruising. A 10 percent discount is offered to NESRA members.

## VIEWER'S CHOICE VIDEO

8383 Wilshire Blvd., Suite 900  
Beverly Hills, CA 90211  
(213) 655-3800  
Contact: Steven Lande

Viewer's Choice installs vending machines that rent pre-recorded videotapes to company employees. This enables employees to rent and return videotapes at work, and also save time and money.

## WINEGARDNER & HAMMONS, INC.

4243 Hunt Rd.  
Cincinnati, OH 45242  
(800) 447-7678  
(513) 891-3326  
Contact: Cindy Swift

Winegardner & Hammons, Inc. is a full-service hotel management company which owns, operates and/or provides financial services to over 70 hotels nationwide. From April 20-December 15, 1987, NESRA members can receive a 50 percent discount at the Edgewater Beach Suite Hotel in Naples, Florida. Advance reservations are required, based upon availability. Brochures and flyers are available.

## New Orlando Attraction

Central Florida World Resorts' Best Western hotel welcomes the area's

newest attraction, "Boardwalk and Baseball."

The attraction is scheduled to open mid-winter of 1987 and is located on the site formerly occupied by Circus World.

Being constructed in Victorian architecture and recalling a bygone era characteristic of Coney Island and the early days of baseball, Orlando's newest attraction will feature a mile-long Jarrahwood Boardwalk, a complete baseball complex to be used by the Kansas City Royals for spring training, 32 thrill rides, a major theater and arena, dancing and entertainment, restaurants, games, shows—all with a traditional small-town fair atmosphere.

Renovations to create a new look and theme reminiscent of the park's classic American Amusement Era and American baseball, will set this family-oriented, 160-room hotel apart from other properties nearby. The hotel and "Boardwalk and Baseball" neighbor Walt Disney World's Main Gate and Cypress Gardens. For more information, call 1 (800) 327-1367 or (305) 351-2100.

## South Florida Cruises Offers "Dancing on the Waves"

Selected members of the Miami City Ballet and Artistic Director Edward Villella, one of the greatest American male dancers in the world, will be sailing May 15, 1988, on Sitmar Cruise's T.S.S. Fairsky.

South Florida Cruises, Inc., a recognized full-service cruise agency, is underwriting the creation of a new ballet, tentatively to be called "Dancing on the Waves." Excerpts will be premiered at sea.

South Florida Cruises has reserved 450 cabins for the 10-night, six-port cruise. Tremendous early booking discounts are available. Booking by August 31, 1987 will save \$800 per cabin. An additional savings of \$50 per cabin is offered to NESRA members, regardless of when reservations are made.

A sizable portion of the proceeds will be given to the ballet to support their

## ASSOCIATE NEWS

fundraising efforts. For more information, call 1 (800) 327-SHIP or (305) 493-6300.

### Channing L. Bete Company Announces New Booklet

*About Substance Abuse at Work*, a new booklet just published by Channing L. Bete Company, Inc., identifies the dangers of many commonly abused drugs and their effects on job performance, productivity and safety awareness. It also shows employees where to turn for assistance in dealing with alcohol and/or drug problems.

The booklet is one of many available from the publisher in the work-and-graphic format called scriptography. A minimum order of 25 copies is required and quantity discounts are available to NESRA members. The booklets can be personalized on the front and back covers upon request. For more information, call (413) 665-7611.

### Certron Announces Discount

Items including blank video tapes for \$2.99, floppy diskettes from 40 cents to 60 cents each and blank audio tapes at 50 cents and 65 each are available through Certron Corporation. For an unusual program offering for employees or a fund raising product, call 1 (800) 854-3943 or (714) 634-4280. ☎

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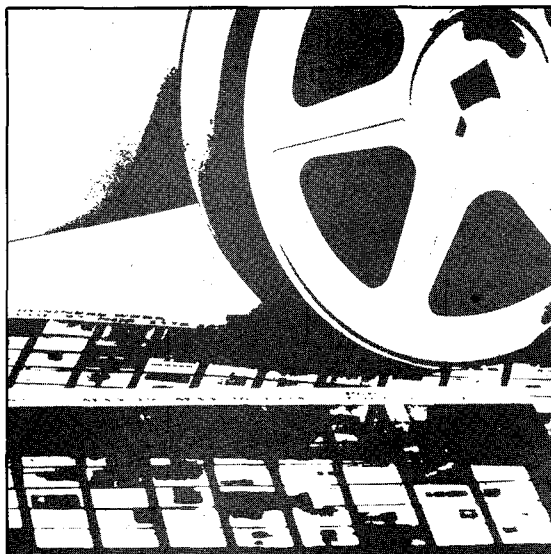
The following National Associate is not listed in NESRA's 1987 *Membership and Peer Network Directory*:

Sands Hotel & Casino  
Indiana Ave. & Brighton Park  
Atlantic City, NJ 08401  
Joe Dirgirolamo  
(213) 679-4792

In *ESM's* April 1987 Associate News column, the phone number for Kraft Packaging Corporation was listed as (201) 768-0409. The correct number is (207) 768-0498.

The article "Coping With Trade Show Overload: Strategies for Participants," which appeared in *ESM's* May/June 1987 issue was reprinted with permission from the November, 1984 issue of *Data Training*.

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# NETWORK

## REGION I

**\*Connecticut Employee Service and Recreation Association/Hartford, Connecticut.** Contact Dennis Mullen—(203) 565-6236.

**Industrial Recreation Directors Association of New York/New York, New York.** Contact Gloria Roque—(212) 887-6043.

**Massachusetts Association for Recreation and Employee Services/Boston, Massachusetts.** Contact Joanne Haynie—(617) 391-2421.

**Rochester Area Recreation and Employee Services Association/Rochester, New York.** Contact Ann Derhammer—(716) 288-2580.

## REGION II

**Central Ohio Employee Services and Recreation Association/Columbus, Ohio.** Contact Kathy Hall—(614) 225-8444.

**Cincinnati Association for the Promotion of Employee Recreation and Services/Cincinnati, Ohio.** Contact Evelyn Sandlin—(513) 369-7777 or 369-7740.

**Cleveland Employee Services Association/Cleveland, Ohio.** Contact Ellen Kynkor—(216) 575-2510.  
(1987 Chapter Merit Award Winner)

**Dayton Industrial Athletic Association/Dayton, Ohio.** Contact Raymond M. Rakar—(513) 455-4693.

**Erie Recreation Services Association/Erie, Pennsylvania.** Contact Tom Whitford—(814) 456-8511.

**League of Federal Recreation Associations/Washington, D.C.** Contact Clayton Cochran—(202) 233-3113.

**Philadelphia Association for Employee Recreation & Services/Philadelphia, Pennsylvania.** Contact James Alexander—(609) 547-8284.  
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**\*Warren and Youngstown Employee Services/Warren, Ohio.** Contact Gary Holby—(216) 783-2860.

**Washington Area Recreation and Employee Services Council/Washington, D.C.,** Contact Elise Auldridge—(301) 681-4183.

## REGION III

**Chicago Association for Recreation and Employee Services/Chicago, Illinois.** Contact Britta Mansfield—(312) 289-9250.

**Michigan Employee Services and Recreation Association/Detroit, Michigan.** Contact Gary Roehl—(313) 496-5773.

**Northern Indiana Employee Services and Recreation/Warsaw, Indiana.** Contact Betty Atchison—(219) 267-9389.

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**Central Savannah River Area Employee Services and Recreation Association/Augusta, Georgia.** Contact Don Strosnider—(803) 725-1565.

**Nashville Area Employee Services and Recreation Association/Nashville, Tennessee.** Contact: Bebe Holland—(615) 361-2475.

**\*Northeast Florida Employee Services Association/Jacksonville, Florida.** Contact Dr. William H. Tomlinson—(904) 646-2781.

## REGION V

**Minnesota Employee Recreation and Services Council/St. Paul, Minnesota.** Contact Sue Shepherd—(612) 729-6097.  
(1987 Superior Chapter Award Winner)

## REGION VI

**Denver Area Employee Services and Recreation Association/Denver, Colorado.** Contact Lori Sharp—(303) 977-6750.

**Gateway Association for Recreation and Employee Services/St. Louis, Missouri.** Contact Joe Bitner—(314) 232-2336.

**Metro Employees Recreation Chapter/Houston, Texas.** Contact Dan Bush—(713) 880-6627.

**Metroplex Regional Council of Dallas-Ft. Worth/Dallas and Ft. Worth, Texas.** Contact Bob Brown—(214) 457-5997.

**San Antonio Corporate Recreation Association/San Antonio, Texas.** Contact Pamela Paniszczyn—(512) 821-3033.

## REGION VII

**Associated Industrial Recreation Council/Burbank, California.** Contact Carl Nicchitta—(818) 843-2858.

**Central Coast Industrial Recreation Council/Santa Cruz, California.** Contact Sandy Petznick—(408) 722-4116.

**Employee Services and Recreation Inland Empire/Riverside and San Bernadino, California.** Contact Russ Drew—(714) 795-1502.

**Employee Service and Recreation Orange County/Orange County, California.** Contact Phyllis Smith—(714) 732-2432.

**Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California.** Contact Dave Baker—(213) 333-5693.

**Industrial Recreation Council of Greater Phoenix/Phoenix, Arizona.** Contact Olivia Heleniak—(602) 894-7274.

**Industrial Recreation Council of Southern Arizona/Tucson, Arizona.** Contact Robin A. Nagore—(602) 791-5298.

**Oakland Association for Recreation and Employee Services/Oakland, California.** Contact Charlene Buchanan—(415) 273-3791.  
(1987 Chapter Merit Award Winner)

**San Diego Industrial Recreation Council/San Diego, California.** Contact Tom Abbas—(619) 543-1296.

**Seattle Employee Services and Recreation Association/Seattle, Washington.** Contact Doreen Cato—(206) 464-4415.

**Tri-County Industrial Recreation Council/Santa Clara, California.** Contact Virginia Kiepert—(408) 742-5758.

\*Chartered in 1987

## CONFERENCES & EXHIBITS

**The 1988 NESRA Conference and Exhibit** will be held May 11-15, at the Buena Vista Palace in Orlando, Florida. For more information, contact NESRA headquarters—(312) 562-8130.

**September 23-27, 1987. NESRA Region VII Conference and Exhibit.** Westin Hotel, Seattle, Washington. Contact Darrell Gosh—(206) 464-2385.

**October 15-17, 1987. NESRA Region I Conference and Exhibit.** Rochester Plaza, Rochester, New York. Contact Scott Baker—(716) 422-4101.

**October 29-31, 1987. NESRA Region VI Conference and Exhibit.** La Mansion Del Rio, San Antonio, Texas. Contact Tamra Torres—(214) 462-4265.

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☐ #8701 "Keynote Address"—Edward Cornish, World Future Society.

☐ #8702 "Employee Value Changes—The Future of Rewards and Expectations"—Barbara Hanley, Hanley Associates, Consultants.

☐ #8703 "Pre-packaged Wellness Programs—What's in the Box?"—Don Powell, American Institute for Preventative Medicine.

☐ #8704 "Childcare in the 90's—How Far Do We Go?"—(Panel) Susan Wolf, "Chicken Soup"; Connie Bell, Greater Minneapolis Day Care Assoc.; Sue Osten, 3M Childcare Administrator; Becki Gregory, Rockwell International.

☐ #8705 "Who's Teaching Our Fitness Classes?"—(Panel) Pierre Chartier, Bank of Canada Fitness Centre; Marti West, Aerobics and Fitness Association of America; Bob Serfass, American College of Sports Medicine & Associate Professor, University of Minnesota Physical Education Department; Dick Webster, Metropolitan YMCA of Minneapolis.

☐ #8706 "Travel—Past, Present & Future"—(Panel) Jim Weiss, Westin Hotels; Gerhardt Angersbach, Angersbach International Travel; Tom Macari, Swissair.

☐ #8707 "Volunteer Employee Clubs: Getting Started and Keeping Them Going"—Adeline Boomgaard, Honeywell Information Systems.

☐ #8708 "Small Company Fitness Programs"—Pierre Chartier, Bank of Canada Fitness Centre

☐ #8709 "Tournaments With a Twist"—Bruce Anderson, University of Minnesota Intramurals Director.

☐ #8710 "Pre-retirement Planning"—Vince Folkert, Mayo Clinic.

☐ #8711 "The Wonderful World of Work"—Charles Hermann, Jostens.

☐ #8712 "Responsible Hosting—The Corporate Mocktail"—Jerry Jaker, Minnesota Prevention Resource Center; Richard Noiner, Minnesota Institute of Public Health.

☐ #8713 "Marketing Employee Services & Recreation Programs"—John L. Crompton, Texas A&M University.

☐ #8714 "Changes in Leisure Lifestyle: How Can We Respond?"—J. P. Tindell, Future Focus.

☐ #8715 "Student Session—Internship and Job Opportunities"—Tamra Torres, Lewisville Texins Association.

☐ #8716 "Problems in the Development of Worksite Fitness Programs"—Donald C. Iverson, Williams Family Medical Center, University of Colorado.

☐ #8717 "Marketing Employee Services & Recreation Programs Workshop"—John L. Crompton, Texas A&M University.

☐ #8718 "Who is Janie Jason?"—"Find Out the End is Only the Beginning"—Janie Jason, Creativity No Limits.

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# Employee Services

JOURNAL OF EMPLOYEE RECREATION

Management

HEALTH AND EDUCATION

AUGUST 1987



**Cafeteria/  
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# NESRA

## Services and Activities

### Purpose

The National Employee Services and Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of employee services and recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' programs, to form new programs and to keep members abreast of all developments in the field.

### Services and Activities

**EMPLOYEE SERVICES MANAGEMENT**—Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make employee services and recreation programs more successful.

**Periodicals**—In addition to *EMPLOYEE SERVICES MANAGEMENT*, *Keynotes*, a newsletter of program ideas, is published for members.

**Consultation Service**—NESRA consultants, staff, past presidents and Association members are available for consultation or speaking engagements.

**National and Regional Conferences**—Five are conducted annually to stimulate participation in the employee programs. The amateur events are primarily postal and can be conducted at the member location or nearby.

**Membership Directory**—A complete listing of the NESRA membership published annually includes telephone numbers and addresses.



**Awards**—Given annually for outstanding member leadership and achievement in areas of employee services and recreation administration and programming; for outstanding overall programs and for specific activities. NESRA also presents special top management honors.

**Conferences & Workshops**—NESRA's Annual International Conference and Exhibit, open to all NESRA members, is where educational sessions and seminars are conducted. Regional conferences and exhibits are also conducted for educational purposes near a member's location.

**Certification Program**—NESRA certifies employee services and recreation administrators and leaders after they successfully complete the Certified Employee Services & Recreation Administrator/Leader requirements.

**Employment Services**—Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and search service offers referral of candidates for recreational positions.

**Intern Program**—Upper level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or part-time basis.

**Research Foundation, Reports**—NESRA and the NESRA Education and Research Foundation develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted cover all phases of employee recreational activities. The studies enable members to evaluate their programs and to keep informed of trends.

### Types of Membership

**General**—Available to persons representing business and governmental organizations that are responsibly engaged in the field of employee services and recreation, personnel, human resources, employee relations, employee fitness and health and leaders of employee services/recreation associations.

**Associate**—Available to companies, trade associations and other business organizations and enterprises, dealing in products and/or services, which wish to establish a relationship with the Association and its members, for mutual benefit, or to contribute to the development and enhancement of employee services/recreation projects or programs.

**Chapter**—Available to any Chapter and its membership based upon 100% affiliation.

**Academic**—Available to institutions with schools of business, recreation, leisure studies and physical education interested in the field of employee services and recreation.

**Student**—Available to individuals attending a college or university who are interested in the field of employee services and recreation.



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## NESRA.

**Because employees  
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For nearly half a century, the National Employee Services and Recreation Association has been preaching that employee services, recreation and fitness programs make good business sense. That a work environment which satisfies its users' physical and psychological needs is conducive to greater productivity. That happy and healthy employees result in reduced absenteeism and turnover, and higher work-force morale. That the time for a humanized workplace is now.

Nearly 3,500 companies throughout the United States, Canada and Mexico now call themselves NESRA members and practice what we preach. Through such human resources tools as employee assistance, fitness, sports, travel, education, pre-retirement planning and discount programs, they have realized the corporate benefits of employer-sponsored, non-negotiated benefits.

To tap into NESRA's information network, its publications, conferences, program consultation, awards, tournaments and ready-made discount programs, contact NESRA at 2400 S. Downing, Westchester, IL 60153, 312/562-8130 and join the rest of today's progressive companies who benefit from practicing what we preach and teach.

**SEE YOU NEXT YEAR  
at the NESRA Conference  
and Exhibit**  
Buena Vista Palace  
Orlando, Florida  
May 11-15, 1988

# EMPLOYEE SERVICES MANAGEMENT

Volume 30 • No. 6

## In this issue . . .

Corporations are beginning to offer nutritional food in company cafeterias and vending machines to meet the needs of the nutritionally-deficient fast-paced worker. Turn to this month's cover story, "Cafeteria/Vending Machine Nutrition," to find out the possibilities of having such a service.

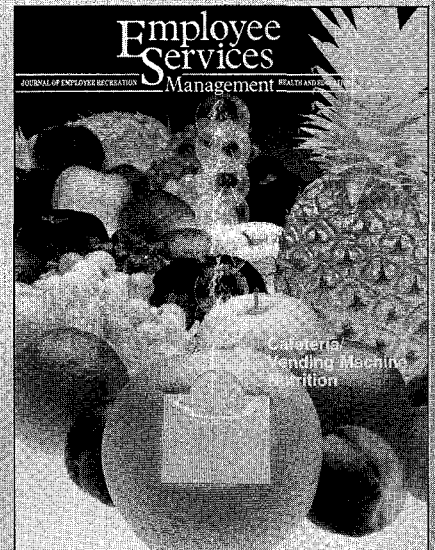
Also in this issue, turn to "NESRA Conference Highlights" to review the predictions and insights given by some of the conference speakers and to take a walk through the exhibit hall.

Is there a need for a retiree club in your organization? What offerings are desired? What factors affect participation? How should the program be designed? Read "How to Form a Retiree Club" to find the answers.

Finding dynamic speakers for various occasions is always a challenge. For an effective evaluation and selection framework to follow, turn to "Who Got the Speaker?"

"In unity there is strength." The concept of joining forces has become proverbial through time, and is addressed in this month's Manager's Memo. Read "Managing Joint Venture Employee Services Programs" to learn how to combine resources of other companies to preserve or implement programs.

To use various components of business planning as they relate to developing and marketing fitness/health programs, turn to this month's Fitness/Health Bulletin, "Healthy Program Planning."



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#### ADVERTISING SALES OFFICES

Charles Bashian  
1501 Euclid Ave., #736  
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Walter F. Baer  
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Journal of the National Employee Services and Recreation Association, a nonprofit organization with international membership, dedicated to the principle that employee services recreation and fitness programs are essential to effective human resources management.



## NEWS IN BRIEF

### Park Visits Up Despite New Fees

Attendance at national parks charging the new fees is 4 percent ahead of last year, according to *USA Today*. The increases are based on early returns through April. The bulk of park visitors—85 percent of an estimated 285 million this year—visit between Memorial Day and Labor Day. Park attendance has also been kept up by the warm weather out West early in the year.

The entrance fees were assessed to raise \$54 million for research, conservation and visitor aids at the national parks. Rate hikes and lack of liability insurance, which have hurt private recreation facilities, have not affected the national parks.

Some parks with new entrance fees and attendance increases through April:

- John Muir House (California) historical site—\$1: attendance up 11 percent to 15,000.
- Acadia (Maine) National Park—\$5 per car, \$2 per person on foot: attendance up 5 percent to 386,000.
- Statue of Liberty—\$1: attendance up 1 percent to 570,000.

"I guess people think if there's a charge, there must be something there," said Parks Spokesman George Berk-lacy.

### Vacations to Amusement Parks Increase

This year, nearly one third of all U.S. summer vacations will include outings to amusement or theme parks. Americans are expected to make 91 million person trips (each person trip represents one person taking one trip 100 miles or more from home) to amusement or theme parks while on holiday

between March and September, a 6 percent increase over 1986.

Vacationers are expected to make a total of 297 million person trips between March and September. The statistics are from a survey conducted by the U.S. Travel Data Center for the International Association of Amusement Parks and Attractions. In that study, vacation planners said they will include amusement or theme parks more often than any other travel attraction.

For the second straight year, amusement-and theme-park visits head the list of travel attractions included in the plans of Americans vacationing between March and September. Nearly two-thirds of all those who plan to visit attractions on vacation consider them "very" or "fairly" important when selecting a travel destination. Other travel attractions are also expecting more vacationers this summer.

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## NESRA Education and Research Foundation

The sole research organization in the field of employee services and recreation, NESRA's Foundation funds biannual field surveys delivering data on salaries, budgets and programming trends; studies on the programs and productivity; and ongoing market research.

A donation to the Foundation brings closer the day when employee services and recreation will appear on every company map.

Send your donation to:

NESRA Education and Research Foundation  
2400 S. Downing Ave., Westchester, IL 60153

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## NEWS IN BRIEF

Museums, historical sites, and cultural attractions are all featured more prominently in vacation plans this year than in 1986. Estimates for those attractions are as follow:

- Museums—75 million person trips (up 6 percent)
- Historical sites—61 million person trips (up 7 percent)
- Other tourist attractions—49 million person trips (up 2 percent)
- Cultural attractions (professional concerts, plays or dance recitals)—27 million person trips (up 4 percent).

### Walkers Outpace Joggers

Walkers are fast overtaking joggers in the race for better health, *USA Today* reports.

According to a new study, popularity in jogging dropped 12 percent last year; walking grew 28 percent. There are about 53 million exercise walkers vs. 23 million joggers.

One reason for this large number is that walking fits more comfortably in an older person's lifestyle. One quarter of the U.S. walkers are 55 years old or older.

Recent studies have shown a vigorous walking program can help us live seven to 10 years longer. A brisk 10-minute walk can also improve our mood and raise energy levels.

The walking boom has also helped the sporting goods industry with an estimated \$368 million spent on walking shoes.

### A Need for Nannies

The need for nannies in the United States has grown sharply in recent years as parents look for more comprehensive alternatives to day care, according to the June 29, 1987 issue of *Insight*.

The nanny field is still relatively new in the United States, but the demand is growing. Four years ago there were three nanny training programs in the country. Now there are about 100 such programs nationwide.

"There are only about 600 trained

American nannies and recruitment remains a serious problem," says Deborah Davis, founder of the International Nanny Association.

"In Britain, where being a nanny is seen as a profession, they certify some 5,000 nannies a year," she added.

The first nanny training program began June 15, in Baltimore, with an enrollment of five students. Already more than 100 families have contacted the school regarding hiring its graduates.

### Airlines Abandon 30-Day Rule for Discounts

Airlines are changing their discount fares again, but this time it's in your favor, reports *USA Today*. The 30-day advance-purchase requirement for discount tickets is being abandoned.

Tickets can now be reserved as little as seven-days in advance with only a 25 or 50 percent penalty for cancellations in some cases. Until recently, all seven-day advance-purchase discount fares had 100 percent penalties.

Now the amount of the penalty depends on how much you pay for your ticket. The more you pay, the lower the penalty.

In all cases, you must stay a Satur-

day night and buy round trip tickets. There may also be other restrictions such as what days you travel and when the ticket is paid.

- The cheapest tickets still charge a 100 percent penalty for cancellations.
- The penalty would be 50 percent if you pay \$20 to \$40 more than the cheapest fare.
- If you pay \$80-\$120 more, the penalty would be 50 percent.

Many travelers have not realized they can reserve discount tickets only a week in advance. The changes are so new that some travel agents and airline ticket agents are not aware of them.

### The Birth Dearth: Trouble to Come

The record long-term low-level of U.S. fertility has some experts predicting that the U.S. population will level off in the year 2025 and then slowly begin to slide downward, *The Wall Street Journal* reports.

These experts fear that the decline may lead to serious domestic economic problems and a steady loss of world influence for the U.S. and democratic allies similarly losing population.

"We in the West have about one

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## NEWS IN BRIEF

generation to, first, understand and, then, reverse this fertility free fall," said Ben Wattenberg of The American Enterprise Institute. "Otherwise, we will pay for it," he added.

President Reagan's domestic policy advisor says the recent White House Working Group on the Family turned up "a lot of very worrying evidence regarding population decline."

From a baby-boom high of 3.77 in 1957, the U.S. rate in 1972 slid below the 2.1 rate needed to keep the population strong, and over the past 14 years the rate has been at approximately 1.8.

However, most demographics, economists and other population specialists believe the problem is seriously exaggerated. Other experts say that even if the population projections are correct, it doesn't follow that in this technology-dominated world, a population loss will inevitably lead to a loss of economic and geopolitical power.

Although opinions differ, the fertility rate is an important issue. Worries over population decline haunt almost all the Western democracies.

## White-Collar Jobs No. 1 in Workforce

*USA Today* reports that for the first time in our history, we have more ink than grease on our hands.

Approximately 60 million people—half of the U.S. civilian labor force—now spend part of their day in an office.

- In 1900, the main office occupations—clerks, professionals, managers—made up 13 percent of the U.S. labor force. Production workers: 35.8 percent of the labor force.

- In 1986, office workers made up 40 percent of the labor force and the others—sales clerks, farmers, construction workers and even miners, for example, were spending part of their day doing paper work. Manufacturing workers made up 32.2 percent.

- From 1970 to 1986, U.S. employment grew 38 percent; the office labor force grew 65 percent.

## NEWS IN BRIEF

The trend is toward fewer expensive managers and professionals. In their place will be paraprofessionals—bookkeepers instead of accountants, paralegals instead of attorneys. “They’ll be the fastest growing group by the year 2000,” said Labor Economist Richard Belous.

### Eavesdropping Employers

According to statistics last year, more than 14,000 employers eavesdropped on the telephone conversations of nearly 1.5 million employees.

The House may pass legislation that closes a loophole in the federal wiretap law that allows employers to eavesdrop on their workers, according to the May 4, 1987 issue of *Insight*.

The bill would have a major impact on the communications industry because many long-distance and directory assistance operators are evaluated by superiors listening in on their lines.

Phone operators with hotels, airlines and health insurance offices are also evaluated through monitoring calls.

One proposal would require an audible beep tone alerting employees and the party on the other end that the call may be monitored.

### Controlling That Fear of Flying

About 15 million adult fliers have anxiety about being airborne, according to a 1980 study by Seattle-based Boeing Airplane Company. The study found no evidence that anxious fliers made any fewer trips than those who were not anxious.

*USA Today* reports that psychologists and consultants who work with victims of this airborne anxiety say they often are intelligent, creative people whose imaginations soar when they detect a change in an aircraft’s sound or movement.

According to one expert, with more flight delays, airline takeovers, air traffic controller shortages, midair near-misses, deregulation and occasional disasters, anxious fliers have plenty to think about

while waiting for takeoff.

The president of SOAR, an air-anxiety relief program, says education is the most powerful weapon in combating the fear of flying. The following statistics are used to start the program:

- Flying is about 29 times safer than driving.
- A commercial passenger has about a 1 in 3 million chance of dying during a flight in a lifetime, compared to a 1 in 133 chance of being murdered.
- In 86 percent of airplane accidents, no one is killed, according to the Flight Safety Foundation. Generally, it’s the larger commercial disasters that receive the most publicity.
- Stress testing puts aircraft systems through far more severe conditions than they will encounter in actual flying. For instance, wings are flexed as much as 20 feet in either direction, so the wing wobble you might notice is not a serious strain.

Much of the anxiety is attributed to the fact that business travelers aren’t used to being out of control. Their life is in the hands of someone at the intercom.



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*The Institute for Aerobics Research, founded by Dr. Kenneth H. Cooper, offers nationally and internationally recognized training and certification courses.*

### Physical Fitness Specialist Course

Appropriate for those fitness professionals in wellness centers, fitness clubs, government agencies, sports medicine, and corporate organizations who are responsible for the development and supervision of individualized fitness programs.

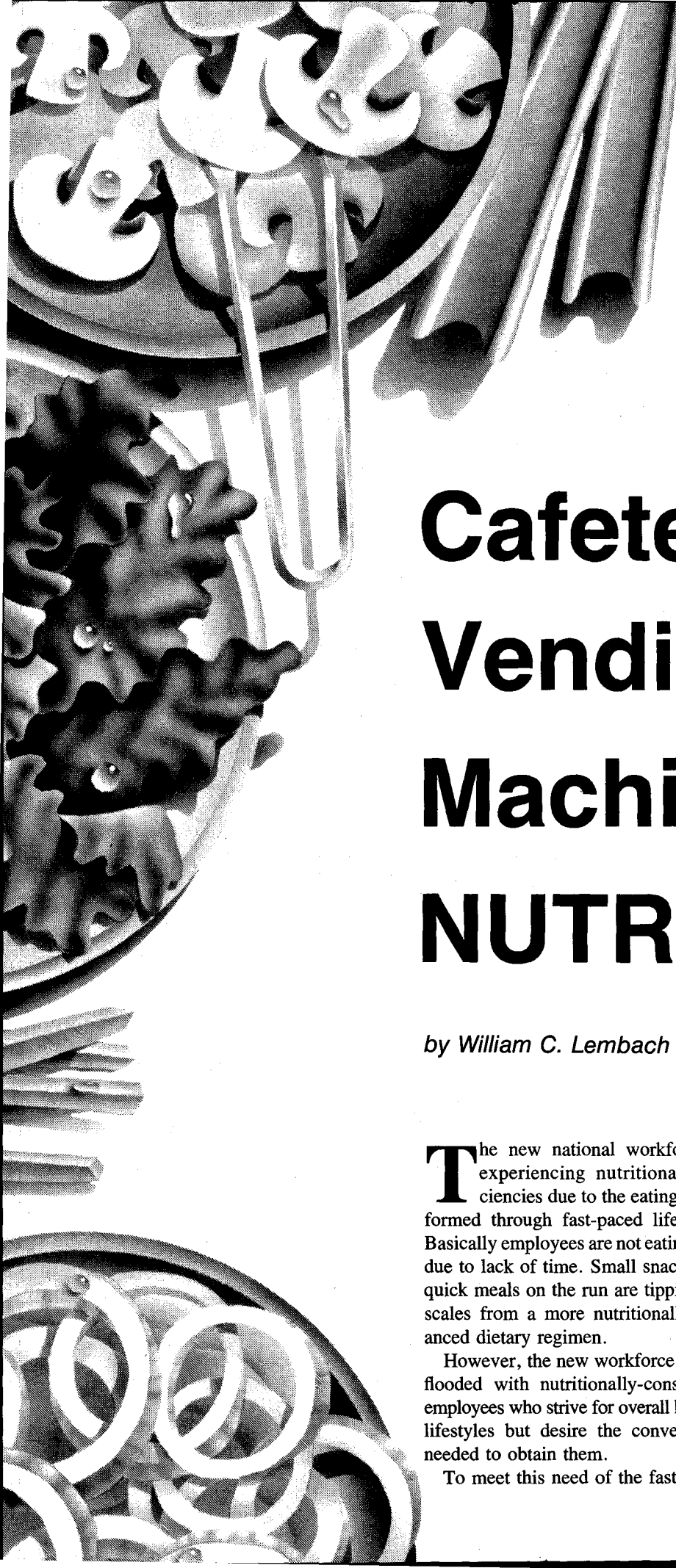
### Group Exercise Leadership Course

Appropriate for entry-level or seasoned fitness professionals, aerobic dance teachers, exercise instructors, and employers of exercise leaders who are responsible for the delivery of group exercise programs.

For more information on times and dates please contact the Institute for Aerobics Research; Division of Continuing Education, 12330 Preston Road, Dallas, Texas 75230. Or call 1-800-527-0362.

*The Institute for Aerobics Research is a non-profit research and educational organization and recipient of Outstanding Training Organization Awards.*





# Cafeteria/ Vending Machine NUTRITION

*by William C. Lembach*

**T**he new national workforce is experiencing nutritional deficiencies due to the eating habits formed through fast-paced lifestyles. Basically employees are not eating well due to lack of time. Small snacks and quick meals on the run are tipping the scales from a more nutritionally balanced dietary regimen.

However, the new workforce is also flooded with nutritionally-conscience employees who strive for overall healthy lifestyles but desire the convenience needed to obtain them.

To meet this need of the fast-paced

worker, corporations are beginning to offer nutritional food in company cafeterias and vending machines. Not only are fruit and salad bars becoming the norm, but gourmet dinners and lunches are being offered.

Providing these offerings has proven to benefit the corporation in a number of ways. First of all, because employees are making use of every moment of their time, business lunches and dinners can run into loss of time and money—when conducting a meeting at a restaurant. Corporate cafeterias are branching into executive dining rooms

for this purpose. Some corporations are able to provide their own food service where food is prepared on-site and used to stock vending machines and cafeterias.

For example, Eastman Kodak Company Food Service in Rochester, New York, is one of the largest self-operated business and industry food service organizations in the United States. On an average, it feeds 160,000 people per week in one of its 56 dining areas. These 56 locations are made up of 31 full service manual cafeterias, 21 vending cafeterias, two restaurants, and two management dining rooms. Many of the manual and vending cafeterias operate 24 hours a day, seven days a week.

The success of any food service operation is based on quality service and quality food provided. The goal is to offer the employee a wide variety of food which will give them the opportunity to select a meal that will give them the nutritional value they are seeking. We will always have our junk food eaters and those that want their French fries, burgers and a cola, but we are seeing more and more people who are interested in eating right and staying healthy.

## WHAT TO DO

To meet the needs of this customer base, Kodak Food Service has been continually looking at what we should do to allow our customers the opportunity to eat healthily. We incorporated a "Wellness Menu" into our regular daily menu. On this menu, we gave suggestions as to what the customer might want to eat to maintain a predetermined calorie count. The menu selections changed each day and although perceived positively by our customers, it wasn't exactly what they wanted.

Through employee comment cards, located in all of our cafeterias, we found people wanted to choose their own combinations with the assistance of the calorie counts. We abandoned our "Wellness Menu" and now print calorie counts next to each menu item. This has met with good customer

acceptance. A future goal is to provide more information that will give our customers even greater knowledge of what they are eating.

In printing your menus, you may be able to get a rebate on the foods you offer by listing a brand name in the menu.

Self-serve salad bars have given the nutrition-minded customer the chance to really pick and choose what is best for them. Our salad bars are set up to be a shopper's delight. After our freshly chopped lettuce, our customers can choose from fresh fruit, yogurt, cottage cheese, raisins, trail mix, fresh vegetables, lower calorie sliced meats, low-cal dressings and much more.

## FRESH IS THE WORD

We are fortunate to operate our own butcher shop where we make hamburger patties daily. Freshly trimmed beef is ground, stamped out and delivered fresh each day to our cafeterias. Our meat is 85 percent lean, and we pride ourselves in its freshness and high quality. Our in-house bakery also gives us the opportunity to provide fresh, wholesome baked goods. Fresh baked goods are delivered to our cafeterias a few hours after being removed from the ovens. We use virtually no preservatives and we offer grain or potato rolls daily and a grain or cereal muffin twice a week.

In contracting out for food be sure to know every detail about the quality of the food provided—and make it

known to the employees by posting ingredients near the food offered.

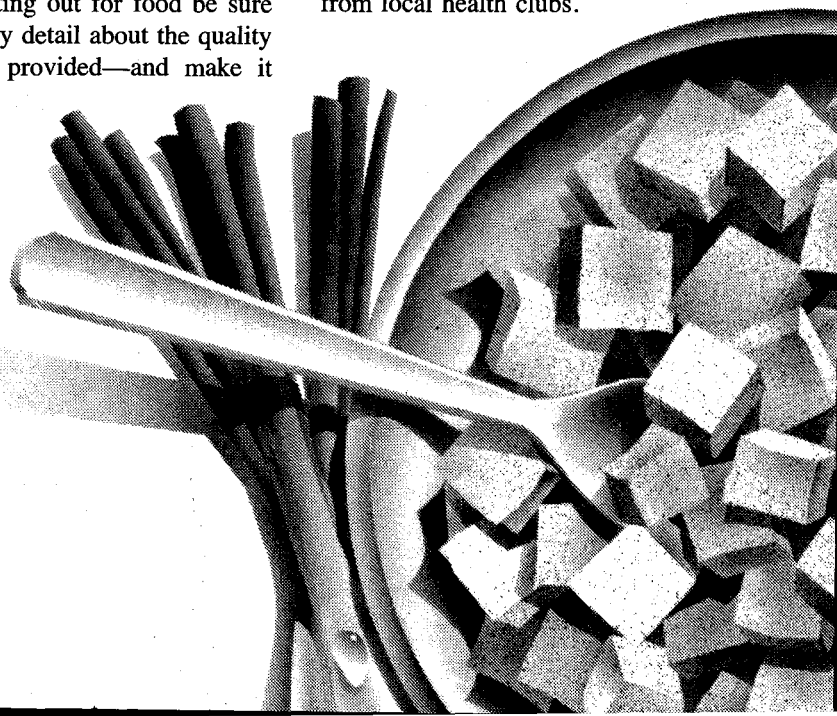
Fresh fish, baked, broiled or fried is a main menu item each week. This is supplemented with an additional seafood item one other time during the week. Fish has become a very popular item as people realize that even when fried, it is one of the healthiest things we can eat.

Fruit bars are as popular as our salad bars. Here we offer the customer fresh fruit cut up in bite size pieces. They can take as much as they want, as they pay by-the-ounce. It also gives them the chance to mix as many varieties as are available that day. Of course, for those that want to do the work themselves, we offer a wide variety of fresh fruit products in their natural coverings.

## PROMOTIONS

Kodak Food Service has become involved with the concept of promotions in its cafeterias and health has not escaped our thoughts.

A recent health week promotion has brought together food service, the medical department and a national yogurt company. During this week, we altered our menu to make the entire week's menu actually and perceptually healthier. Posters decorated the cafeterias, spotlighting the health foods and food service employees dressed in outfits from local health clubs.



The medical department was represented with literature available as hand-outs and a nurse was present to do blood pressure checks.

A national yogurt manufacturer was represented and distributed free samples of yogurt as well as written information on the positives of eating yogurt. It also had drawings for T-shirt giveaways, jump ropes and additional promotional material. The yogurt company that did the demonstration was not the current company we were doing business with, so our customers were able to do taste comparisons.

Our medical department, in cooperation with food service, has sponsored local weight loss programs. These programs have given Kodak employees help from trained weight-loss experts, and food service has been able to offer food items in the cafeterias that have corresponded with the particular needs of the weight-loss program.

Because of the cooperation and interest put forth by all involved, this sort of coalition between departments was not difficult. Everyone was willing to do their part.

Recently we entered a national contest promoting the positives of fish as a main menu item. During the week, we offered a baked fish entree each day along with seafood items on our salad

bars. With entrees such as swordfish steaks, fresh ocean perch, and Cajun style baked cod, we introduced our customers to products we would not normally offer.

The response to this effort was so positive that we intend to do the entire program again. During the week, we also provided recipes, information packets on the nutritional value of seafood, and entertained our customers with movies revolving around fishing. It was fun for us and for our customers. We also learned that the customer is willing to pay a higher price for these menu items that are perceived as high quality for their nutritional value and their taste.

Overall, the food offered at Kodak is less expensive for the employee. Usually the company tries to break even, instead of making a profit. Although the gourmet dishes are becoming more popular at Kodak there is no loss of money due to additional staff or overtime pay for existing staff.

It is amazing what your staff is capable of doing when given the opportunity. We ask our staff to think of innovative ways to cook the gourmet meals in a short time. With that approach, we have been very successful and they enjoy using their expertise in cooking.

## WHAT'S COOKING?

The customers of today are asking intelligent questions about how the food they are buying is being prepared. The question of "how much" salt is one that comes up more often than any other. At Kodak, we do not use salt in our recipes. The salt content in the bases we use is sufficient to satisfy that need. Butter is out and oleo margarine is in as we prepare our cooked products. Corn oil for deep fat frying is the result of our looking to be more nutrition conscious.

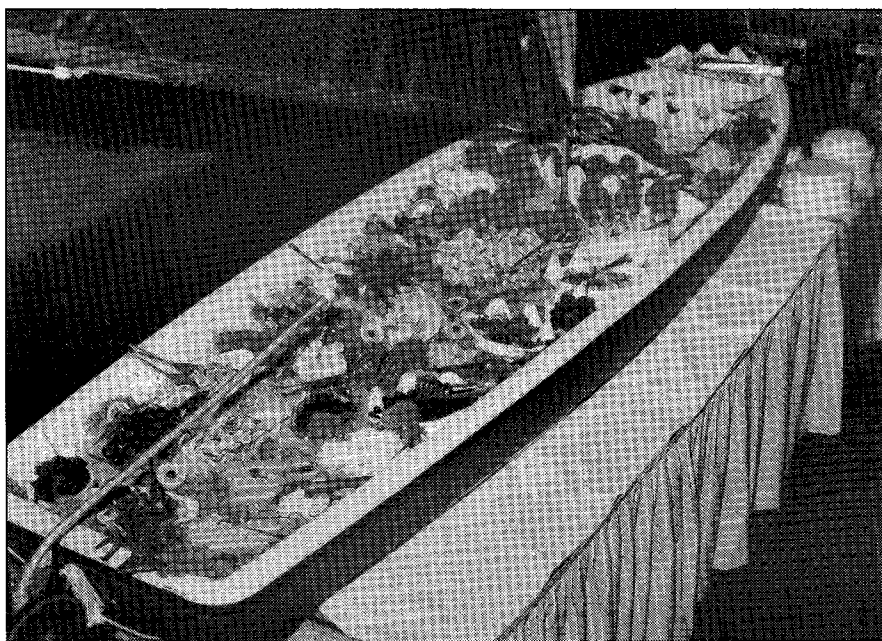
For us, the biggest commitment to nutrition, is our current multi-million dollar project to convert from a conventional commissary to a cook-chill processing center. In our new facility, we will capture the nutritional value of the product we produce, as we pump the product at 180°F, bag it, and cool it to 40°F in approximately 45 minutes. When we are ready to serve the product, at some later date, we will rethermalize in each cafeteria unit in small batches to meet the demand of that unit. In this way, our customers will receive the advantage of the nutrients associated with that food item.

## VENDING

Kodak Food Service has a large population that is served by our vending cafeterias and vending machines. We have not forgotten about this segment of our business as it pertains to nutrition.

It is difficult to implement all of the manual cafeteria programs into our vending operation, but where possible, we offer the same or similar types of food items. Although we are unable to offer salad bars in the vending cafeterias, we have designed a "salad-bar combo" which offers a wide variety of salad bar items. The big difference is that we have made the choice for the customer as to what they will have in their salad.

A very popular item in vending machine areas is 100% pure juice packaged in a-septic packs. Fresh ground coffee is available in our vending with



*A sailboat filled with an array of fish selections docked in a Kodak cafeteria during their fish promotion program.*



## FOOD SERVICE IDEAS

### Cafeteria

- Incorporate a wellness menu along with the regular menu.
- Print caloria counts next to each menu item.
- Use employee comment cards in cafeteria to learn what foods are desired.
- Print brand names in menu in order to obtain rebates on food purchased.
- Use quality food products and post ingredients near food.
- Avoid using excess salt.
- Have the food service department get together with other departments and/or companies to sponsor a promotional program, i.e., the medical department, a health food company.
- Sponsor a weight-loss program through the food service department.

- Become involved in a national culinary contest or create your own contest to see the employee reaction to gourmet offerings or just as an employee activity.

### Vending

- Keep up with new, healthier ingredients of traditional vending products offered.
- Monitor stock of fresh vending items carefully to eliminate waste.
- If you offer items such as salads or sandwiches, check into the various kinds of machines available.
- Be thorough in choosing a food contractor.
- Ask your food contractor about starting a food cart program.
- Offer take-out meals.

state-of-the-art vending machines. Snack machines offer healthy snacks as well as the traditional candy bar. Fresh fruit is available in all of our vending areas as we supply the machines with fresh products daily. For those who want yogurt, the need is also met.

Having fresh products in a vending machine can be more difficult than providing products with a longer throw-away rate. At Kodak, our fresh vending products have a 24-hour throw-away rate. To guard against wastefulness we monitor the inventory very carefully to be sure we don't over or under stock the machine.

If you do not have a company food service through which you stock your machines, choosing a contractor is extremely important. Many times the person responsible for choosing the contractor has no background in food service. This has become an industry-wide problem because the liaison must put all of his/her faith in the contractor—which is not a good situation.

In choosing a contractor:

- Check out current accounts with other companies.
- Ask the brands of the products they supply.
- Ask how long they stock each product.

Offer programs to educate contractor-liaisons to ensure your vending ar-

range ment will be handled competently.

If you provide an item such as a pre-made salad, your contractor should be able to obtain the food. You will need to determine the size and talk with packaging manufacturers to make sure the item is completely visible in the machine.

When dealing with larger items such as salads, the actual vending machine you use is important. There are gourmet vending machines available which operate like an elevator instead of dropping the items down. The National Automated Merchandising Association is one source to use in finding out the kinds of machines available.

As an off-shoot of vending, Kodak is looking into purchasing a portable food cart to be used on a rotating schedule. Special meals would be brought in as a change of pace from vending.

In meeting the needs of employees who wish to get out of the building at lunch, we also plan to provide box lunches from portable carts available at building exits. In this way the employee is still patronizing the company food service. In implementing a portable food cart program in your company, again, work through your contractor to obtain the food.

As an additional service, Kodak will keep up with the trend of the two-person

working family who has no time to cook by offering packaged gourmet meals in individual servings to take home.

We do see a change in products that were once considered "junk food." National food manufacturers are trying to change the components of these products to be more nutritionally adequate. As these items become available, we will test them for our operations. If they have applications, we will add them to our product line.

The demand for nutritious food is an issue gaining more and more attention, especially as the overall need to conserve employees' work and leisure time is met through the convenience of innovative food services.

Cafeteria and vending machine offerings are growing to include gourmet selections and corporate dining rooms where the complete restaurant atmosphere is simulated for time-conserving business luncheons, dinners and breakfasts. Corporate food services are not only getting into box lunches and carry-out dinners, but also catering is becoming a natural outgrowth of business.

Whatever scale your company may be, providing nutritious food on-site is an employee service worth investigating.



*William C. Lembach is the Director of Food Service at Eastman Kodak, Rochester, New York.*



# “Who Got The Speaker?”

by Brian D. Palmer

“Who got the speaker?” translated can mean “You’re a hero” or “You’re a bum.” When a speaker does well, many wish to know who had the good judgment to select that individual. Similarly, the question is asked when things do not go well so that individuals can fulfill a need to place blame.

It is the intent of this article to help improve one’s skill as a speaker evaluator so that the above question will be asked only with positive intention in terms of your events.

## THE START

The evaluation and selection process is inherently more effective and efficient if it is done within the framework of some pre-developed criteria. Know what you want and what you want to pay. Developing criteria can be challenging. The following are some questions you can ask to get things started:

- Why do you want a speaker?
- What do you want the speaker to do?
- When the speaker is done, what “effect” do you wish to be left with the audience?

- Other than the speech, what do you want the speaker to participate in? (meal functions, cocktail parties, etc.)
- What kind of things have worked well and what has not?
- What do you want to pay?

Having answers to these questions in hand will put you in a much better position to evaluate.

## FINDING SPEAKERS TO EVALUATE

Speakers are everywhere. As speaking can be lucrative, it has attracted

many to try their hand at the trade. Many speakers are sophisticated marketers sending out large amounts of direct mail. Chances are, you regularly receive such materials. Peers within your firm or association can provide a tremendous resource of ideas. Keep in mind, people tend to be quick to talk about their successes. Look to those whose judgment you respect for ideas.

Speakers bureaus can provide quick access to a large variety of ideas. Most are adept at taking into account your criteria in making suggestions. These suggestions are often based on a track record with the speakers.

It is important to note that the entrepreneurial spirit has moved many to begin firms offering services to event planners. As with any supplier, make certain that your interests are being taken into account. It would also be wise to look to firms having speakers as one of their primary lines of business; not simply a service that they provide on occasion. Skill and experience must be behind any speaker suggestions you receive.

Organizations including schools, utilities, and associations have developed their own "bureaus." Many good speakers are available from such groups. Usually, these bureaus are acting as a clearinghouse for faculty or members or as a means to carry a "party line" to the public. Usually, no real assurance of quality is present with their suggestions.

## A IS A

Aristotle said, in essence, the best definition of a thing is the thing itself. In terms of evaluating speakers, this tells us the best way to evaluate a speaker is to listen to an actual speech. This is, perhaps, accomplished by way of video or audio tape. It is common for speakers to have such things available.

It can be difficult, in a short time, to get in the right frame of mind to fairly evaluate a speaker. If the individual fits the criteria you've laid out, take the time to listen to the entire tape. Give it time to grow on you.

Here are a few more things to keep in mind when listening to recordings:

- A speech on tape is rarely exactly what the speaker would do for your group. Think of their content in general terms and infer as to their style.
- We are all accustomed to network television picture quality. This is very hard to accomplish in most meeting room settings. Allow for sound or lighting that is a little off.

Tapes that are made up of a variety of excerpts can provide a quick look at a speaker in a variety of situations. It does not, though, demonstrate necessarily that a speaker is able to make a competent presentation. Almost anyone could be made to look good through the aid of lots of tape and a skilled editor. If you like someone's "excerpt tape," take the next step and ask for the opportunity to listen to a speech from beginning to end. This is not to say that a speaker with an "excerpt" demonstration tape is hiding something. These are produced most often as a convenience to event planners.

The opportunity to preview a "live" presentation is often available. These are not easy to come by as "outsiders" are not always appropriate at a particular corporation or association event. Work with the speaker or their representative toward making this arrangement. Please keep in mind that this is a very expensive way to go about your evaluation process in terms of your time and, if travel is required, funds available to you. If this is important to you and your organization know that in some cases such an opportunity might be available.

Publicity material often precedes and usually accompanies the above discussed recordings. It can help qualify a speaker for your event, helping you determine if you should take the time to listen on. Some of this material comes in the form of poor photocopies. Some are slick four-color publicity pieces. One might conclude that the high quality brochure translates into a higher quality speaker. In reality, there is little correlation. Often, elaborate brochures end up describing a platform buffoon. Use

the information in the printed material. Base your judgment on a speech.

## GOOD SPEECH/SUCCESSFUL SPEECH

A good speech meets artistic standards. It is well organized, the points are clear, the thesis is apparent, and the individual presenting speaks clearly. A successful speech has to do with the presentation's utility. Was it persuasive? Did it create the desired effect? A "good" speech has to do with the fine art of speaking; a "successful" one, the pragmatic art.

A speaker in front of your group should be able to deliver a presentation combining both characteristics. A speech can be well organized, make clear points, and be full of important information and lull an audience to near sleep. The speaker has not done the job. The correlary situation would be when a speaker, given a task of communicating a message, perhaps, with a humorous tone, tells jokes artfully and the audience is enamored with him or her. The audience thinks it is a good speech because they got some laughs, not knowing that a certain message was to be apparent. The event planner and their superiors know better.

## LETTERS OF REFERENCE

Nice letters often follow a good presentation. They also follow average presentations at an alarming rate. Read carefully the letters that speakers or their representatives provide. Read between the lines. Give more credit to letters with current dates as opposed to old letters or letters with the dates eliminated. With things that are important to this event in mind, call some of the names provided and ask questions such as:

- Was the speech well received? Why or why not?
- Was the speaker cooperative during the entire process?
- Was the presentation "tailored" or "canned?"



- Any hints toward better utilizing the speaker?
- Was the speaker “fair” with their expense privileges?

## **SPEAKING FROM, RATHER THAN ABOUT, SUCCESS**

During the past several years, a call for credibility among speakers has evolved. Audiences, particularly those of moderate sophistication, call for experience in the particular topic being discussed. They would prefer hearing from someone speaking from success, as opposed to about it.

Looking over a speaker's topic list, one can often find presentations ranging from stress management to color analysis and a great deal in between. No one is expert in such an array. Any one put before your group should be an expert in the top subject being presented. This will allow them to speak from the heart and seem sincere. They will also be better able to answer questions. As things can go wrong at a particular site, keep in mind that a speaker with superficial knowledge of a topic

is much more likely to “have a bad day.” As well, a smart audience can see through a thin veneer.

Academics are a victim to the notion that they are boring and the often held contention that “those who can do—do, and those who can't—teach.” Give these people a look, particularly for more sophisticated groups. Bright people like to hear and play with ideas. Think back to the great teachers in your past.

## **SOME FINAL WORDS**


It is rare to run across the “perfect speaker.” Don't spend too much time listening to tapes or chasing down speakers, waiting for one to bowl you over. If you like someone on tape and their background and references are in order there is a very good chance they'll work out great.

Start your work early to assure the availability of the widest range of talent. Generally, lead time is around five months. At the same time, don't hesitate calling close to the event. No calendar is completely full. Perhaps that speaker is to be in a nearby city at the time of your event.

Don't leave details to chance. Get as much finalized at the outset. Confirm everything, including changes, in writing. Determine the audiovisual needs early on and provide them. Don't surprise the speaker just prior to their going on.

A good sound system is vital. Take steps to insure that the one to be used is in good order. If it is not right, give thought to bringing one in. Don't spend thousands of dollars on a speaker that ends up not being heard.

Provide a well lit forum that provides no distractions. Arrange chairs and encourage seating as close to the speaker as possible.

Speakers are an expensive product. They are presenting for a relatively short time. If something is wrong, no time is available to fix it. Things must be right before the speaker gets to your event. Careful evaluation can help make things right, and you a hero. 

---

*Brian Palmer is Vice President of the National Speakers Bureau, Lake Forest, Illinois.*

# NESRA CONFERENCE HIGHLIGHTS

## *A Review of NESRA's 46th Annual Conference and Exhibit*

*By Pamela A. Tober, editor*



*The 1987 Conference Committee Chairmen: (left) Entertainment, George Stanfield; Hospitality, John Niehaus; Conference Chairman, Bob Crunstedt; Registration/Printing, Gloria Wilcox; Door Prizes/Swap Shop, Terry Bowers and Barb Tesch; Registration/Printing, Debbie Dahl; Program, Ralph Ferrara; Facilities, Jim Urick; Exhibits, Mary Renneker; Executive Director Pat Stinson, Publicity, Teri Chapman; Transportation, Dave Carlson; Photography, Don Brainerd; Advisor, Ed Bruno; Fitness/Exercise, Mark Saari.*

### **BEYOND TOMORROW . . .**

It was a look into the future, a source of ideas to prepare for innovations . . . educational sessions, peer exchange, social events, an exhibit hall full of new products and services, and the theme of this year's conference.

Edward Cornish, president of the World Future Society, forecasted the future and its implications for employee services and recreation managers. Other sessions focused on the future of childcare, travel, employee attitudes and fitness/wellness programs. Delegates learned how to improve their efforts in marketing programs, avoiding liability and keeping volunteer employee clubs going. The survival workshop enabled delegates to discuss ways to keep programs strong in the 80's.

Opportunities for peer exchange abounded through the many roundtable discussions, the swap shop where

information and materials were exchanged, regional breakfasts and social events.

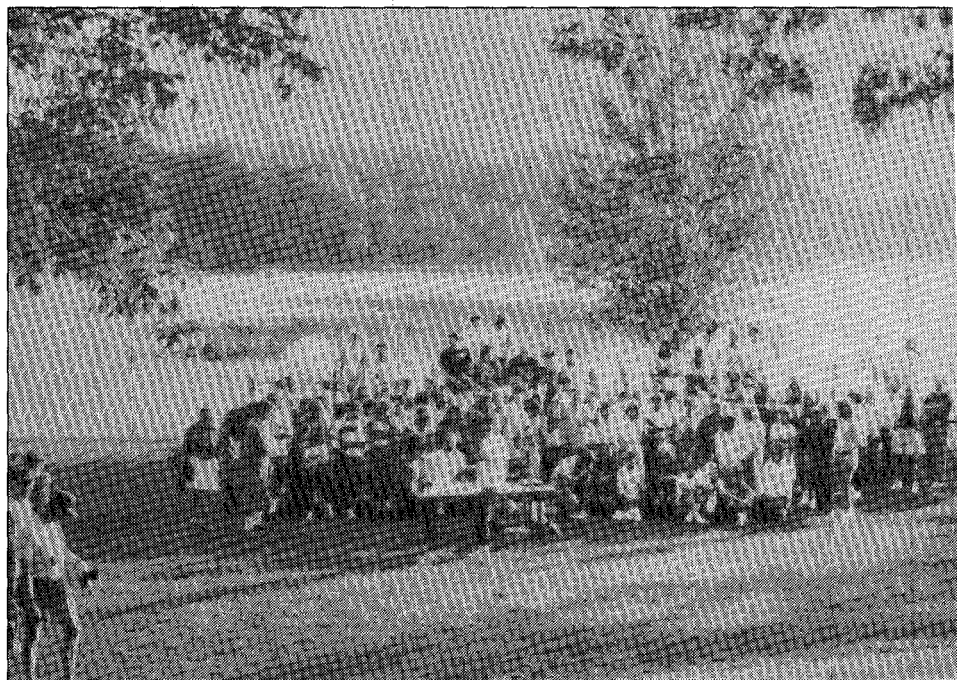
"Forward Through the Past," the theme of the Thursday night social event, allowed attendees to wander through three different time periods. The Renaissance was relived with a team of medieval comedians, the sting parlor provided the chance for betting on horse races in the roaring twenties, and the future was experienced with videos, dancing and special effects. The President's Dinner Dance, which was equally impressive, kicked off with a New Year's Eve count down to begin the celebration.

In addition, exercise sessions, recognition events, an opportunity to make valuable contacts and ask questions about new products and services in the exhibit hall, and the chance to network and see old friends all contributed to the overall valuable experience of NESRA's 1987 Conference in beautiful Minneapolis/St. Paul, Minnesota.





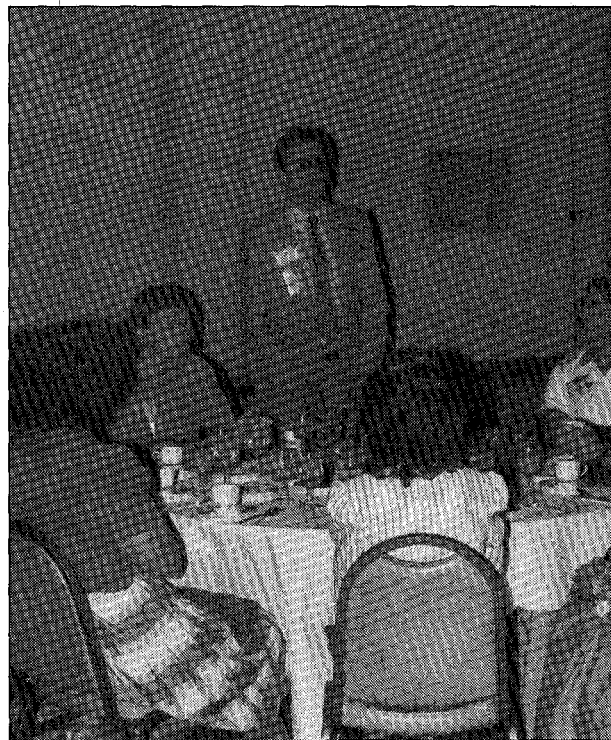
*"... and doesn't it feel good to participate?" Janie Jasin began Sunday morning by getting her audience involved—in laughing, singing, dancing and hand-holding. A very entertaining and inspirational way to conclude the conference.*



*Minneapolis/St. Paul's beautiful Lake of the Isles drew a record number of early morning risers for the fun run/walk.*



*1987 Conference Chairman Bob Crunstedt, CESRA, is congratulated for a job well done by Olivia Heleniak (left) and Betty Dearing (right) of the Phoenix chapter.*



*Region V Senior Director John Niehaus, CESRA, briefed his region on important issues during one of the region breakfasts.*



*NESRA Chapter Development Advisor Jim Alexander, CESRA, discusses meeting and programming during the Chapter Seminar.*



*NESRA President Don Strosnider presents the Leonard R. Brice Superior Chapter Merit Award to MERSC President Judy Krebsback—an honor received for the second consecutive year.*



*Left, over 20 CESRA's, (13 pictured) are honored at the Management Luncheon—the highest number at any NESRA conference.*

*Below, President-Elect Ralph Ferrara, CESRA (left), Region VI Senior Director Tamra Torres, CESRA, Associate Member Bob Szymanski and Region I Senior Director Kathy Carney enjoy the antics of the Renaissance comedy troupe during the tri-theme party.*



*Above, 1988 Conference Chairman Lt. Col. Ray Lapierre and Executive Director Pat Stinson take a break to discuss plans for next year's conference . . . of course, planning for a progressive future.*

Conference photos courtesy of Don Brainerd, Multi Photo Services, Mendota Heights, Minnesota.



# Beyond Tomorrow

## *Excerpts of projections and insights provided by NESRA's 46th Annual Conference speakers*

*By Pamela A. Tober, editor*



*NESRA President Don Strosnider begins the opening session.*

### **THE GREAT AMERICAN TRANSITION**

NESRA's Keynote Speaker Edward Cornish reported the drastic and rapid changes likely to take place in the next 50 years. Possible future developments include a society with more leisure time than work time, with an average workweek being less than 30 hours by 1990.

Homes will be equipped with small gyms, saunas and whirlpools for privacy and convenience, but the advantages of superior equipment counselling provided in outside facilities will still be a priority. People will be cooking less, and the take out industry will continue to grow. Homes will have media rooms with extensive electronic entertainment which suggests that people will be spending an increasing amount of time staying home. It may become difficult to get people to participate in activities outside the home; however, because most people have to go to work, there will be a continued interest in activities offered at the work site.

The dissatisfaction of education will continue to grow. More attention will be paid to the early years. Educational packages may be formed which will include video tapes, computer programs and other educational material. These packets will enable child care facilities to

provide education without hiring qualified teachers. Parents will also be able to educate children at home with the packets. College courses will also be assembled in packet form.

New communications systems are bringing the world into the living room. Videos showing the great sites of the world will be a travel incentive and tourism will likely become the world's largest industry in the 21st Century.

Computer conferencing will grow to allow people to stay in touch 24 hours a day. Video text will be used to supply rapidly changing data in a form that can be read on computer screens. Things such as stock prices, real estate sales, home banking and classified advertising will make use of video text.

Within 20 years, researchers will have a fair understanding of the aging process and some of our children may live to be 200.

People will become increasingly choosy about the food they eat and view food as a source of brain power or medicine. Each person will have a carefully prescribed diet.

These predictions have many implications for employee services and recreation managers.

## EMPLOYEE ATTITUDES

Using 1986 national statistics, from the University of Michigan, the Opinion Research Corporation, the Hay Corporation and other sources, Barbara Hanley gave an overview of the workforce composition and projected the future of employee attitudes and values.

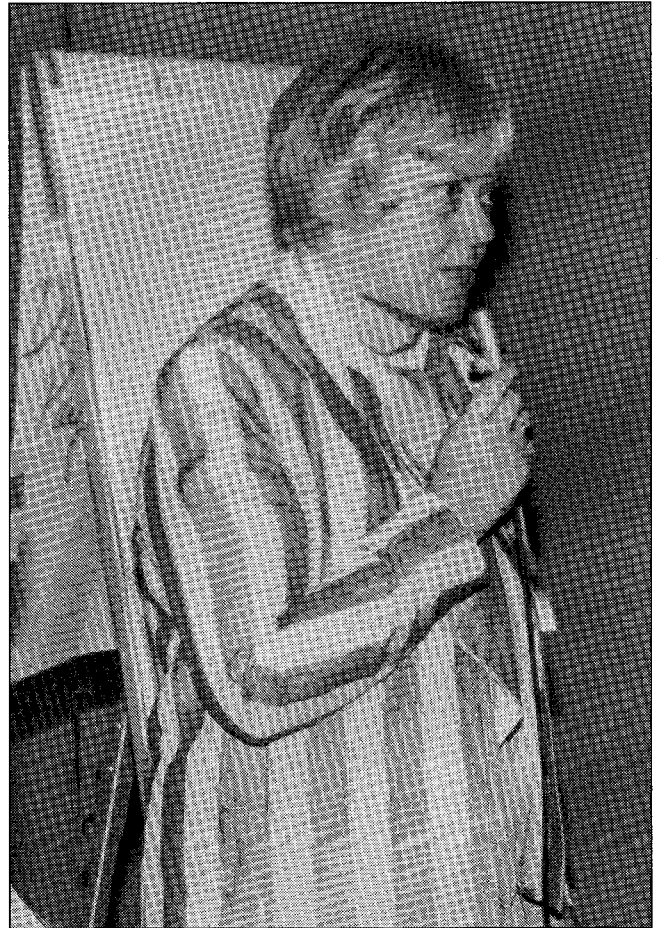
- In 1977, 81 percent of workers wanted their work to be challenging, interesting, meaningful and were committed to it. In 1980, that number dropped to 60 percent; in 1986, that number dropped to 52 percent and is still dropping.
- In three years only 45 percent of the workforce will be interested in a job that is challenging, stressful and meaningful. The remaining 55 percent will want a comfortable job that will integrate well with their personal life. One reason for this decline is the current reward system which does not pay for commitment and excellence. Also, the 1986 promotion rate is down one-third from 1980.
- Managers will have to learn ways to manage without incentives of raises and promotions.
- The most exciting thing about being at work will be going home.
- Job security is the number one criteria in choosing a job.
- Family has become of high value to the worker and family benefits are more important to males.
- Work and family life will be greatly integrated.

Researchers have determined five categories of workers that compose the workforce. They include the "Go-Getter," the "Work Before Play" category, the "Don't Know What They Want" group, the "Habitual Worker," and the "Turned-Off Worker." Their profiles follow:

**Go Getters** (15 percent of workforce): They are completely committed to their work and place very little emphasis on their social life. They are concentrated geographically in the northeastern part of the country, are under 35, are highly educated, and put in a large number of extra hours. Their work is their identity, they are sometimes arrogant, difficult to manage and feel their bosses are less intelligent than they are. Benefits are not very important to them unless they are awarded directly in relation to performance. Basically, work is a go-getter's life. This group is decreasing.

**Work Before Play** (17 percent of workforce): They need work for their identity but leisure is also important to them. They will put in extra time but not too much and they need some recognition and appreciation. This group is growing.

**Don't Know What They Want** (22 percent): They are 35 to 45 years old and have been committed workers all of their lives, but now they are tired. Their finances

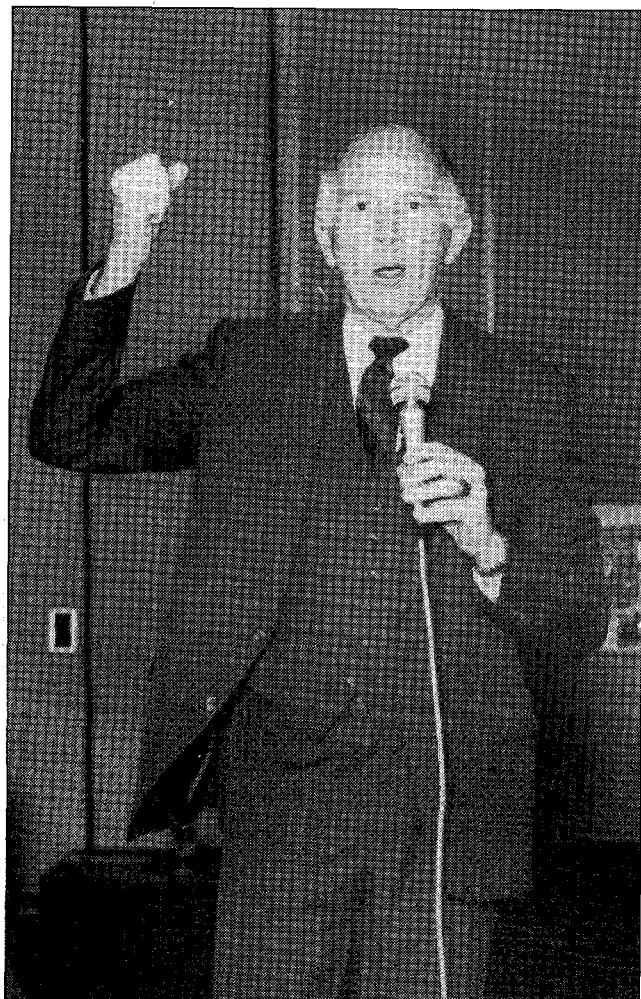


are under control and, in some cases, their children are out of the house. Basically, they are looking at the beginning of the second half of their lives. This group of workers is increasing.

**Habitual Worker** (19 percent): These people feel like they are taken for granted. They want to be trained and left alone to do their work, they want to be appreciated but don't want formal recognition. They go by the "fair day's work for a fair day's pay" motto. They value benefits more than any other category of workers and they stay at organizations longer than any of the other categories. Habitual workers, termed the "continuity of the workforce," are not interested in career development and don't need work for their identity. This group is decreasing.

**Turned-Off** (27 percent): They don't trust superiors, feel left out by the system, give only minimum effort, do not want psychological pay. They work primarily to survive, they are under 30, have a higher absenteeism rate and this group is growing. The turned off worker can have a negative effect on other workers.

All groups want respect. Three out of four workers feel their supervisor does not respect them as an intelligent adult.



## WORDS OF WISDOM

Quoting from favorite books, friends, and his personal philosophies, Charlie Herrmann, left, enlightened the group with the following words of wisdom regarding the "Wonderful World of Work:"

*"We can contribute on an individual basis to the things that we do, simply by adding a few of the dimensions of having fun."*

*"The best kept secret in America today is that people would rather work hard for something they believe in than enjoy a pampered idleness."*

*"It's a mistake to talk about dedication as sacrifice. Many of life's satisfactions are to be found on the job."*

*"When I think about the happiest and best people I know or ever knew, one quality that stands out is that while they enjoyed their leisure, they never waited for their leisure to come before they enjoyed themselves. They seemed to be endlessly playing no matter where they were."*

*"Excellence is served not only by people who achieve it, but by people who are trying."*

*"The secret in life is to die young . . . as late as possible."*

*"Trying to help people become more with you than they would have become without you, is about as good as it gets."*

## VOLUNTEER GROUPS

To ensure the future success of your volunteer organization, Adeline Boomgaard outlined the essential steps needed to start a volunteer organization.

- Create a charter or statement of your purpose and who you are.
- Outline a structure. Decide how formal your structure will be and set up committees, officers, bylaws or whatever is necessary.
- Determine your legal structure.
- Determine how your finances will be handled. Will you be a nonprofit organization? How will you allocate the money you do acquire?
- Set goals by determining the direction of your group.
- Make a checklist that coincides with your goals.
- Assign responsibilities.
- Create measurement systems. Determine how you will measure your success or failures.
- Find potential problems through measurement results.

## MARKETING EMPLOYEE SERVICES PROGRAMS

For future success in marketing your employee services programs, John Crompton offered valuable information.

- The emphasis has changed from asking, "How do we get customers?" to "How do we maintain customers?"
- Develop a product (program) for each target market.
- Don't think your program is going well because you don't hear complaints. People don't tell you when they're dissatisfied; they just tell others.
- Solicit complaints—turn them around to make a happy customer.

### Customer retention strategies

- Train all staff in customer relations
  - Solicit feedback from customers
  - Put focus groups together for different activities
  - Promote to existing customers first
  - Call customers by name
- The difference between what a customer expects and



what services they receive constitutes service quality. The following are components of service quality:

**Tangibles:** Whatever people see, i.e., staff, equipment. Creating atmosphere is important in leisure. Is your facility aesthetically pleasing?

**Reliability:** Ability to perform the promised service dependably and accurately at the highest level, i.e., the information provided in promotions is accurate; the program starts on time; staff performs duties consistently well at the level of your best performers.

**Responsiveness:** Provide prompt attention and willingness to help.

**Assurance:** Staff must project an enthusiastic, competent image.

**Empathy:** Staff must understand the customer's needs and care about each individual.

Promotion is a vital step in the success of a program. Consider the following tips:

- You may suffer from a negative image if you promote a program or facility before all the bugs are out of it.
- Promotion is not a cost; it's an investment.
- Decide if the promotion will inform, persuade or remind.
- First, make the customer aware of the product, then get them interested by promoting the benefits. Move customers from interest to trial by providing an incentive.
- Positioning: This is simply promoting the product by having the customer identify with it. For example, don't use beautiful fitness models to promote your fitness program.

## TRAVEL

NESRA's panel of travel experts projected changes to come in the industry.

- Travel agents are becoming more and more professional and will have to be experts in the field. Look for travel agent certification—CTC (Certified Travel Counselor).
- Major airlines are developing in-house systems for travel agencies that not only handle reservations but handle all other in-house business.
- Over 7 million people will travel to Europe in the year 2000.
- Hotel check-in and check-out procedures will be greatly simplified.
- Upon arrival at an airport, a user-friendly computer will enable you to check-in to hotels from out of town by touching a key.
- Aircrafts will become more quiet, more fuel-efficient and safer.
- You will be able to book your trip through your home computer.



- Airports will have faster check-ins and there will be satellite check-ins, such as hotels, bus stations and train stations.
- Parking will be farther from the airport and trains will take you to the airport to avoid congestion.
- You will be able to check your luggage at the train and it will go directly on your flight.

## FORECASTING THE FUTURE

Being able to predict and plan for the future is a valuable ability to have. J. P. Tindell offered the basics needed to be your own futurist.

- Develop your "right brain" intuitive, creative abilities.
- Develop your visionary leadership ability.
- Become an observer of change—a scanner.
- Become a change maker—someone who proactively creates and manages for innovation.

### Arenas of Change: Where to Look

- Political/government
- Environment/physical/ecological
- Economic
- Demographic
- Learning/education
- Employment/workplace
- Social/values/lifestyle
- Technological/scientific
- Religion
- Housing, transportation

### Promoting Trend Analysis

- Appoint scanners in your organization.
- Identify and read regularly from selected information sources.
- Meet bi-annually with special key informants (allied professionals and customers).
- Conduct ongoing market research and assessment of needs of your clientele.
- Hold periodic issue/trend identification/response sessions.
- Convene/participate in problem solving groups.

Basically being a futurist means discovering the arenas of change, discerning evolving trends and brainstorming the possibilities, implications and impacts on client and professional life and work styles.



# A Walk Through

## *—Recapping some of the products and services displayed*

Florida Leisure Attractions Inc. distributed general information on all four of their theme parks and information regarding their discount card program for NESRA member companies. The discount cards offer 15 percent off admissions to all four theme parks, their hotel and an additional 10 percent off merchandise purchases. The cards can be provided to the company and employee at no cost.



Court Products, Inc. provide a "one-step" shopping approach to obtaining many needed services and products at competitive prices. Embroidered and silk-screened customized apparel, products for company identification programs, sales meetings, teams, etc., and a variety of products for company store inventory including shoes, apparel and equipment related to leisure and fitness activity were exhibited. Court Products, Inc. will negotiate costs for NESRA members, depending upon the order. Large inventories enable prompt delivery, as well.

Information regarding NESRA discount rates for one-, two-, and three-bedroom fully furnished suites was distributed by Executive Villas Hotel/Regency Suites.



Universal Gym Equipment displayed ComputerRow, a computerized rowing machine, AerobiCycle, a computerized exercise bike and the Verticle Chest Single Station Weight Training Machine. All equipment is backed by the largest manufacturer of weight training equipment and a toll free number is available to reach the customer service department.



Howard Johnson Fountain Park Plaza Hotel displayed information regarding their hotel and seasonal discounts of up to 50 percent for NESRA members.

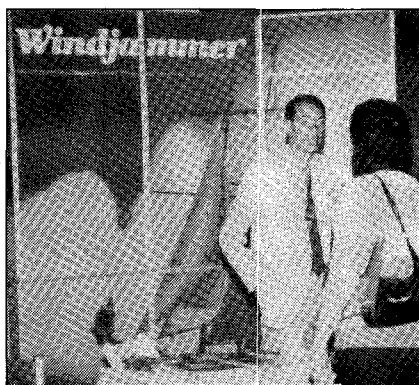
Western Adventure Direct, a central reservations and marketing office for several of the most reliable whitewater rafting outfitters across the West offered information regarding rafting and ski packages. They offer a 10 percent discount to individual employees, a 15 percent discount for groups, and the group organizer goes at no cost. They also provide the employee services and recreation manager all pertinent information/flyers to get the word out.



Hinda Distributors featured Panasonic, Sharp, Sony, Toshiba, Nec-Roadmaster, Marcy, Hamilton Beach, Sunbeam and West Bend products. Hinda is a premium distributor/fulfillment house for these products which are made available to companies for employee services awards, safety awards and company stores at wholesale costs with no minimum orders. Discounts are offered to NESRA members.

The newly renovated Omni Georgetown Hotel distributed information regarding discount rates for NESRA members.

# The Exhibit Hall



Desert Resorts Convention and Visitors Bureau featured major hospitality organizations including hotels, attractions, and travel services in and around Palm Springs, California. They provide a unique destination for travel programs at a discount to NESRA members.

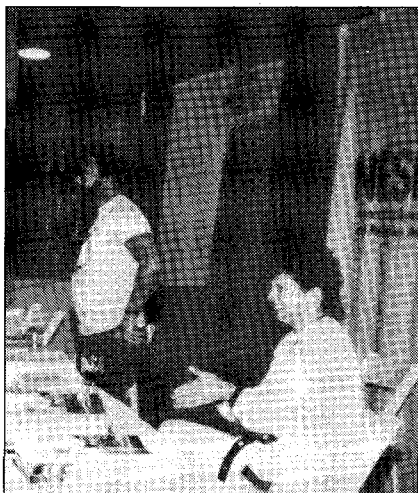


Queen Mary and Spruce Goose featured their Voyager Club Membership providing year round savings at the Queen Mary and Spruce Goose in Long Beach, California. Members save 10 percent on attraction admission, most merchandise and Hotel Queen Mary lodging. Additional discounts are offered during special time periods.

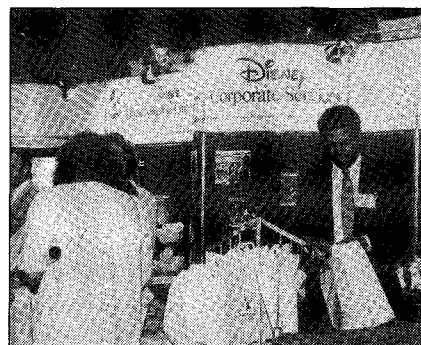
Palm Springs Aerial Tramway featured its Alpine Club membership available to NESRA members free of charge. This provides employees with special discounts when they visit the Palm Springs Aerial Tramway. The Tram takes visitors from the desert floor to an Alpine atmosphere in minutes. The employee services manager can distribute the discount cards to their employees at no charge to the company. Flyers are available for employee bulletin boards and updated newsletters and operating calendars are sent out periodically.



"Bronson Pharmaceuticals offers a unique fringe benefit to employees with no effort on the manager's part. We do all the work," said F. Ainlay. Bronson vitamin and mineral supplements were featured at the exhibit. NESRA members are offered special discounts.



Kraft Packaging displayed its exclusive line of premium quality gift wraps and accessories, featuring foil wraps on 18 foot long rolls in 27 distinctive designs, plus a full line of ribbon pull bows, foil enclosure cards, package ornaments and metallic snap-on ribbons. The program can be used as a strong fundraising activity with good returns and is easily managed with all orders individually packaged and shipped free. Kraft offers NESRA members convenient one step buying for all wrapping needs.



Musco Sports Lighting, Inc. featured outdoor athletic and recreational field lighting which provides better utilization of existing facilities by allowing extended play into the nighttime hours.

## FOR SALE COLORADO FISHING RESORT

240 Acres with 40 surface acres of natural feed trout lakes; excellent water rights.

Seven modern housekeeping cabins plus large home and tackle shop.

30 miles south of Steamboat Springs for skiing and swimming.

Great place for employee recreation.

The same owner for 36 years now wants to retire.

**Contact**  
**LARRY FLANAGAN**  
Box 197  
Yampa, Colorado 80483  
or  
Phone 303/638-4617

### MOVING SOON?

Please let us know nine weeks before you move what your new address will be. Be sure to supply us with both your old and new address, including the address label from your current issue.

ATTACH ADDRESS LABEL HERE

#### My new address will be:

NAME \_\_\_\_\_

ADDRESS \_\_\_\_\_

CITY \_\_\_\_\_ STATE \_\_\_\_\_ ZIP \_\_\_\_\_

Mail to:  
**National Employee Services  
and Recreation Association**  
2400 S. Downing  
Westchester, Illinois 60153



Swersey's Chocolates featured stock and custom lollipops for company picnics and parties as well as the Kiddie Kadet 5 Fire Extinguisher and Easy Pull Exerciser at exclusive NESRA prices. The program benefits the NESRA member with an additional discount off wholesale prices and enables NESRA members to order these products through their association. They are not available on a retail level.



Holiday Inns, Inc. Southwest Region enables employee services and recreation managers to offer discounted hotel rates to popular destinations. Information was distributed regarding discounts of 15-50 percent on accommodations at select hotels in the Southeast United States.

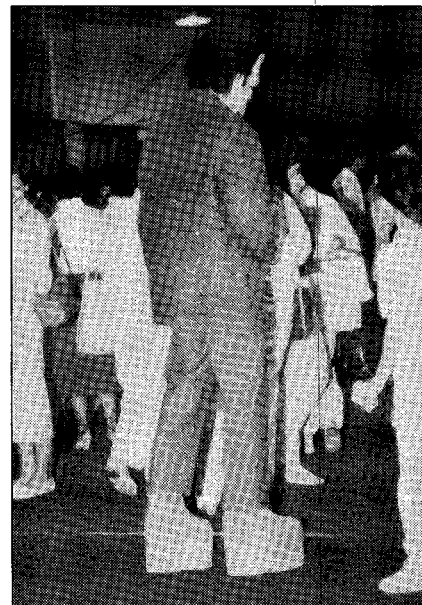


Galloway Promotions benefits the NESRA member by providing recognition awards and incentives for their employees. Complete program pertaining to service award, company stores, special events, company picnics and custom logo and recognition programs were featured at the exhibit.



Club Industry Magazine featured the trade publication for the health and fitness industry. Subscriptions are complimentary to NESRA members.

Colony Hotel and Resorts displayed information regarding a 20 percent discount for NESRA members on hotels and resort condominiums located in various areas of the United States.



The San Diego Zoo and Wild Animal Park featured Zoofari Club discounts for the zoo and Wild Animal Park available on a national level to NESRA member companies.



# How to Form a Retiree Club

*by Pamela K. Hahler*



**I**s there a need for a retiree club in your corporation? What offerings are desired? What factors affect participation? How should the program be designed?

Research is the answer to all of the above. At Gates Rubber Company, we asked our retirees what their needs were and created our program from that data. The following article details the formation of the Gates Retirement Club and may be a useful format to follow

in developing your retiree club.

The Gates Rubber Company has offered its retirees participation in 14 service, recreational and educational clubs and has had a preretirement planning program since 1967, with over 1,500 employees going through sessions on health benefits, hobbies, housing, financial planning and mid-life roles; however, it has never had a program specifically designed for retirees which offers a variety of services and activ-

ities after they retire.

In May 1985, it was decided that Gates was in great need of a retirement club; we had over 2,000 retirees and that number was growing steadily every day. We began by conducting a telephone survey to help determine if such a need existed and, if so, to give some direction to future planning efforts. One week prior to the actual survey, a letter of introduction to this survey was mailed from the office of the Medical Director





to Gates retirees in Colorado.

Then, a Denver University student, working on her thesis, was asked to gather information from retirees, purely at random; consequently, not every retiree was actually called. The student talked to 100 retirees and each questionnaire, on the average, took about fifteen minutes to complete. The questionnaire used for this telephone survey was created specifically to obtain information in three particular areas: demographics of retirees, interest in an expanded retirement program, and for ideas related to the general design of such a program. Ideas for specific questions in the questionnaire were solicited from various executives at Gates.

From this telephone survey, three-fourths of the respondents expressed an interest in expanding a retirement program without knowing any of the specifics. From this sample of one hundred, more than half offered to volunteer in some capacity to develop this organization.

In October, 1985, another survey was mailed to retirees. This time the survey was sent to every retiree within the Denver area. Of the 2,200 surveys sent out, approximately 302 were returned. Our written survey was four pages long and consisted of questions regarding wellness program interest, present activities, interest in travel and hobbies, social activities, volunteer work and employment.

The overwhelming majority listed the Gates Medical Center as their primary source of maintaining contact with the people at Gates. The majority of the respondents also listed organized trips as their main interest, followed by recreational activities, fitness programs, classes, speakers, informal chats and counseling. The majority of the respondents were interested in meeting on a weekly basis, and wanted to bring guests.

An overwhelming majority responded that they were interested in a hot meal, were willing to pay for it, and would be more likely to participate if a hot meal were provided.

The majority of the respondents most interested in a retiree wellness center did not greatly outweigh the percentage of those not interested, so we thought it more appropriate to simply support a retiree club at this time, as opposed to a retirement wellness center.

The interested 52 percent represented 157 retirees, with 76 of those offering their services as volunteers, which was more than enough to start a substantial program. All interested retirees felt that participation in the club would enable them to have a positive source of social interaction and be a rewarding use of their time and energy.

Of the 76 retirees who offered their services in the written survey, 41 retirees and spouses attended a development meeting of the "Gates Retiree-

ment Club" in February, 1986. The recreation department provided the support to help the "members" set up the new club. We provided a room for club meetings and minimal financial support (\$500 per year) from the company. It was decided that the club would be self-supporting from annual dues of \$5 per club member. We also offered many suggestions for activities for the club, based upon the results of the retiree survey.

The Medical Clinic staff spoke on the development of a volunteer program in the clinic, as well as reinforcing support needed for the development of the Retiree Club. A Gates director was present and, again, reinforced volunteer programs and wellness issues. He shared with us information about the corporate health benefits expenses in comparison to the sales of the company: his message was simply that medical costs were soaring and he proceeded to educate the retirees on how to take care of themselves. Preventative care and wellness tips were given.

The floor was opened for nominations of officers after everyone introduced themselves and told where they used to work. A president, vice-president, secretary/treasurer, first and second alternate and coordinator from the recreation department were elected and the Retiree Club was well on its way. To ensure the success of any future planning efforts, it was crucial that the Gates retirees were directly involved in the planning stages from the beginning.

The retirees formed their bylaws and purpose, and committees.

#### **Retiree Club Purpose:**

- A. To perform volunteer duties for various civic organizations, and the Gates Medical/Dental Center.
- B. To hold classes on furthering education of retirees related to a technical, social, physical, mental or health nature.
- C. To organize field trips, volunteer activities, and social functions as the Board of Directors may deem appropriate.
- D. To be established as nonprofit.

The following committees were

formed:

- Calling
- Membership/Nominations
- Parliament
- Retiree Picnic Volunteer
- Name Tags
- Activities Committees
- Publications/Communicator's
- Assistance
- Clinic Volunteer

The Gates Retiree Club meets monthly, the second Tuesday of each month, and has special trips and activities from time to time. Their programs focus on retiree concerns to give perspective to their problems and to highlight their interests.

As they all have varied interests, the activities and programs are also varied. To keep the newsletter staff informed, retirees are invited to submit ideas and information to the Publication Committee chairperson for uses in later issues.

Some of the retirees activities include:

- Estes Park bus trip.
- Breakfast walk through the zoo.
- Dinner dance and live band at Christmas party.
- McNichols Arena tour—Bus and lunch included.

At monthly meetings, members have lunch in the Gates Company cafeteria, followed by a short business meeting and entertainment from speakers, including topics such as:

**Elder Hostels and Oasis:** A program providing retirees with the opportunity to live in a college dorm during the summer months, take classes, enjoy campus activities, and simply be a college student again or for the first time.

**Betsy Ross History of U.S. Flag:** A dramatic performance by an actress who provides an educational seminar in a unique and entertaining way.

**Flight for Life:** A program through a local hospital that provides financial assistance (through donations) to retirees who need to be flown to a special location for emergency treatment.

**Denver Center Theater:** A presentation by an actor who exposes retirees to theater offerings. Also included in

the program is a fashion show in which retirees dress in an array of costumes.

**How to Choose an Attorney:** A workshop of practical tips for choosing an effective attorney.

**Wealth of Health:** A program to educate retirees about the need for self-care. A handbook of wellness information is provided.

**Citizens Against Crime:** A national program providing practical tips on how to protect yourself, your home, etc. presented in an entertaining presentation.

As of now, the retirees have 238 members in their club, with membership growing monthly. The biggest problem has been communication and getting the word out that there is a retirement club. At one time, retirees were informed about local company events by a weekly publication, but because of company cut-backs, this publication has been discontinued. So it was vital that the Retiree Club have their own

publication. The club is now publishing a quarterly newsletter called *Focus* to inform Colorado Gates retirees about the activities of the club.

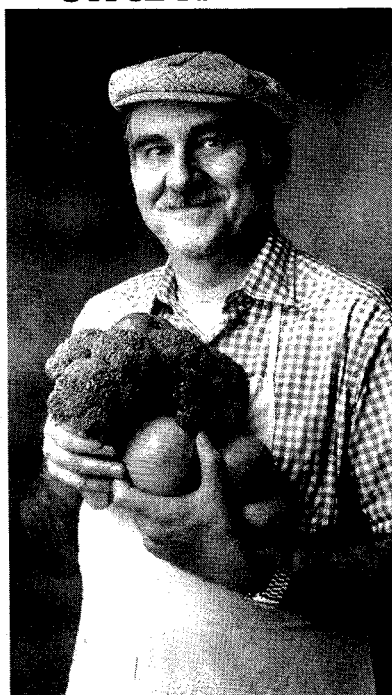
To help with this communication problem, a Gates recreation department hot-line number has been set up for retirees to call in for the latest information on recreation activities and those of the Retiree Club. The Retiree Club also has two volunteers who help in the recreation department. Their help is greatly needed to keep up with the demands of current employee programs. Each retiree works four hours a week. The time schedule is determined by the retiree. One assists with the monthly newsletter for the recreation department and the other works on surveys and similar projects.

Using retirees to volunteer in any recreation department is successful, mainly because the work is fun to do. It also allows for a few "fringe benefits" such as occasional free tickets for



*Gates Retiree Club members board for the Estes Park bus trip.*

# FOR THE BEST DEFENSE AGAINST CANCER, SEE YOUR DOCTOR ONCE A YEAR AND HIM ONCE A WEEK.



He may not look like everybody's idea of a cancer specialist.

But there's strong evidence that your greengrocer has access to cancer protection you won't find in any doctor's office.

Like broccoli. Peaches. Canteloupes. Spinach. And other sources of Vitamin A related to lowering the risk of cancer of the larynx and esophagus. Not to mention sweet potatoes, carrots, pumpkin, winter squash, tomatoes, citrus fruits and brussels sprouts.

Vegetables such as cabbage, broccoli, brussels sprouts, kohlrabi and cauliflower may help reduce the risk of gastrointestinal and respiratory tract cancer.

Fruits and vegetables (and whole grain cereals such as oatmeal, bran and wheat) may help lower the risk of colorectal cancer.

In short, make sure you do what your mother always told you to do. Eat your vegetables.

**AMERICAN  
CANCER  
SOCIETY**

## Gates Retiree Survey Results

### Demographics

- ☐ 75% of the respondents were male.
- ☐ 67% were between the ages of 60 and 69.
- ☐ 64% had no more than a high-school education.
- ☐ 5% completed college.
- ☐ 81% lived with a spouse.
- ☐ 54% lived in Denver, precisely 1/4 live in Littleton.
- ☐ 91% lived within a ten-mile radius of the Gates plant.
- ☐ 45% lived within a five-mile radius of the plant.
- ☐ 94% drove their own car.
- ☐ 56% retired within the last five years.
- ☐ 92% retired within the last ten years.
- ☐ 39% were line workers at the time of retirement.
- ☐ 30% did not fit into any one occupational grouping.
- ☐ 75% reported being in good to excellent health.

Of this sample, the average length of time that respondents worked for Gates before retirement was 29 years.

### Interest

- ☐ 74% of the respondents reported an interest in expanding a retirement program without knowing any of the specifics.
- ☐ 85% thought a retirement program could be successful without a designated facility.

- ☐ 64% favored a designated facility as the best alternative.
- ☐ 92% thought the best location for a retirement facility would be near the plant.
- ☐ 58% projected utilization of such a facility at least weekly.
- ☐ 25% reported a desire to utilize such a facility as often as several times a week.
- ☐ 86% preferred the option of bringing a family member or friend with them.

### Program Design

- ☐ 53% expressed an interest in organized trips, day trips or longer.
- ☐ 43% expressed an interest in recreational activities such as billiards, bingo, or cards.
- ☐ 81% desired educational services pertaining to health maintenance.
- ☐ 72% thought mental health services (counseling) should be offered.
- ☐ 97% were willing to share in the cost of a hot meal.
- ☐ 92% were willing to pay annual dues if a retirement organization was formed. Most of the retirees mentioned living on a limited income so that any costs to them would have to be very reasonable.
- ☐ 53% offered to volunteer in some capacity to help with this organization.

special events.

The valuable assistance provided by volunteers has been a savings to the company in many ways. With over 40 retiree volunteers working each week in our medical center, they have helped keep staffing costs down. They work at purging files, sorting and distributing mail, and wrapping bandages and equipment to be sterilized. In other words, the retirees help with necessary chores which make the clinic run smoothly. Clinic personnel are pleased with the quality of work retirees do, and appreciate their value as role models for younger workers.

The cost is minimal in starting a retiree club, and once formed the potential for a pool of active volunteers of

part-time workers has proven to be a major asset to corporations. Aside from the benefits the company receives from the hours of work the retirees provide, the opportunity for interaction and education has created a happy, healthy group of retirees.

In forming your retiree club, remember that research is the best key element to successful participation. Ask the retirees what they would like and involve them in the organization of the club. Once this preliminary work is completed, the groundwork will be laid for a successful, self-supporting retiree club.



*Pamela K. Hahler is the Employee Recreation Coordinator at The Gates Rubber Company, Denver, Colorado.*

# Know us by the companies we keep



The National Employee Services and Recreation Association is known by the companies it keeps—year after year. More than 3,000

members represent NESRA which was established in 1941. Through cooperation and interaction, they have helped each other develop the finest recreation programs and services for their employees. NESRA, the only association of its kind in the world, provides "ready-made" programs for immediate implementation, technical advice and other valuable services. These services are designed for developed or underdeveloped programs and for full-time, part-time or volunteer coordinators of employee activities. NESRA is a vital communications link between members. This is why the Association has grown steadily in value and recognition. And this is why you really owe it to yourself to find out what benefits you and your employees might be missing. NESRA is ready to help. Get the entire story. No obligation—just information. Write: Director of Membership, NESRA, 2400 S. Downing, Westchester, Illinois 60153. Phone: (312) 562-8130.

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# Healthy Program Planning

by Bob Pindroh, CESRA

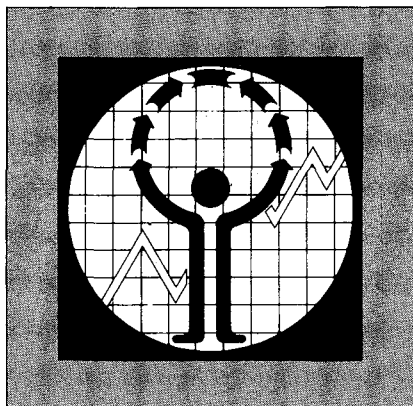
**G**eneral Dwight D. Eisenhower once said, "Plans are nothing; planning is everything." Organizations and programs cannot survive by simply reacting to new developments, interests, or employee wants as they occur. Lack of planning will result in inconsistent actions and expenditures leaving the success of programs in jeopardy. Each program director and/or organization manager must take a planned approach to developing and marketing its organization's programs. This article will concentrate on the various components of business planning with special emphasis on fitness and health programs.

## MANAGEMENT SUMMARY

Prior to developing the actual plan, a brief summary detailing what you want to accomplish and why, should be written. For example, "The 1987 Health and Fitness Program plans to generate a significant increase in employee participation in health programs and decrease company health-care costs over 1986. The participation target is X percent. The health-care cost reduction is X percent. This plan is seen as attainable through improved promotions, incentives and facilities . . ." The management summary allows higher management to quickly grasp the major overview of the plan.

## CURRENT SITUATION

This section of the plan should contain information on what you are currently doing. It could also contain what others in the field are doing (i.e., private health clubs, YMCA's, your company's competitors, etc.) Data on your employees needs, perceptions and health/exercise habits should be presented.



## ANALYSIS OF OPPORTUNITIES AND ISSUES

Once information has been gathered describing your current situation it is important to identify major challenges/threats, strengths/weaknesses and other issues facing the health/fitness program over the life of the plan.

Identifying the main challenges and threats facing the program from outside your department/program are listed in this section. They should be written in a way that suggests what action might be taken. These challenges and threats should be ranked in order of importance. For example,

### Challenges:

- Increase the number of programs offered due to the growing interest in health maintenance programs.
- Demonstrate that the company will increase its budget for most health maintenance programs through long term health-care cost savings.

### Threats

- An increasing number of employees want to improve their health and utilize the services of private health clubs or health maintenance organizations.
- The company may restrict the offering of health maintenance programs due to insurance liability risks.

fering of health maintenance programs due to insurance liability risks.

Your program's strengths and weaknesses should also be identified. These are internal factors that by analyzing can be helpful in recognizing certain features you might be successful in using.

Perhaps your greatest strength is the personalized attention given to participants that will prevent them from being attracted to the "glamour" of a new center. On the other hand, perhaps your weaknesses analysis pointed to the need to improve the appearance of your facility and equipment.

The findings of the challenges/threats and strengths/weaknesses will help to define the major issues that must be addressed. Decisions on these issues will lead to establishing objectives, strategies and actions.

## OBJECTIVES

Most of us are familiar with setting objectives; however, as a reminder, they should be clear, measureable, consistent, attainable, hierarchical (i.e., lower objectives being derived from higher objectives) and able to be accomplished within a stated time period.

## STRATEGIES

This is the basic approach or "game plan" you will use to achieve the objectives. In developing your strategies you may form a number of possible choices. Each objective listed may be achieved in many ways. For example, increasing participation may be accomplished by lowering fees, or providing more incentives. Strategy formulation calls for making basic choices among these and other strategic options.

In developing your strategy, solicit



## FITNESS

help from everyone whose cooperation will make the difference between success and failure. It is important not to exclude anyone—regardless of how insignificant their input may seem. If nothing else, by contacting them you've included them in your planning process and they may pass along information that may be helpful to your plan's success.

### ACTIONS

Before you implement your plan you need to answer the following questions: What are you going to do? Who is responsible for doing it? When will it be completed? How much will it cost? What are the chances it will succeed? What risks are involved, and are the risks worth the rewards?

The action plans enable the program director to develop a supporting budget. Once approved, the budget is the basis for developing your plans and schedules for hiring staff, procuring equipment and promoting the program.

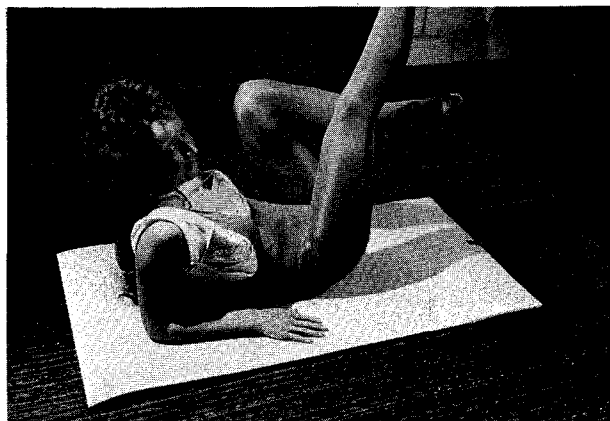
### CONTROL

Control is the key ingredient to monitoring the program's progress. The program director can review results periodically and make necessary adjustments. In this section, you may want to include contingency plans which will be helpful in counteracting any adverse developments. Contingency planning encourages directors to "think ahead" to difficulties that might arise.

Formal planning can be tedious and time consuming. Yet proper planning can have several benefits such as: more systematic thinking, sharper objectives, better company support and hopefully achievement of your goals. As one anonymous writer stated: There are three types of people; those who make things happen; those who watch things happen; those who wonder what happened. Be one to make things happen—be a planner.



*Bob Pindroh, CESRA, NESRA Region VII Senior Director, is the Executive Director of the Lockheed Employee Recreation Club, Burbank, California.*



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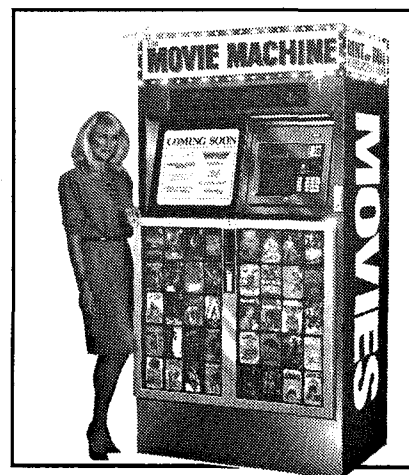
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# Managing Joint Venture Employee Services Programs

by Daniel J. Broderick

*"In unity there is strength."*

**T**he concept of joining forces has become proverbial through time, and is an idea worth investigating for employee services managers. The formation of a joint venture employee services program can be used as a vehicle to implement or expand programming opportunities, or it can be a means of program survival in today's economic environment.

A joint program requires two or more companies to combine their resources in order to preserve or implement an employee services program. These programs are somewhat difficult to bring about and manage but the rewards of such a program for the employees it serves and the staff that manages it are well worth the effort.

Mayo Medical Center's Program in Rochester, Minnesota, is an example of a successful joint venture. In response to concerns about recruitment and retention of nursing personnel and a general interest in making Mayo Medical Center a better place to work, in 1981 three independent institutions, Mayo Clinic, Rochester Methodist Hospital and Saint Mary's Hospital, formed the Mayo Medical Center (MMC) Activities Program.

(In the spring of 1986 the three organizations signed a contract of integration and, although each has its own administration, all of them now report to the Mayo Foundation Board of Trustees.)

The Activities Program was charged with the responsibility to implement new and promote existing social, cultural, recreational and educational events. Participation in these events was to be open for the employees of all three institutions, their families and guests.

Now, the Activities Program is staffed by two full-time administrators and a full-time secretary. The program co-

ordinator reports to the Activities Executive Committee that is made up of the senior personnel administrator from each institution. The purpose of the Activities Executive Committee is to advise the program on each institution's policies and help review the overall program goals, to make certain they are being met, and to oversee the implementation.

This organizational structure helps ensure that each institution is equally represented even though employee populations are disproportionate with one comprising 53 percent of the total employee population. The remaining two comprise 29 and 18 percent.

Since its inception in 1981, the Activities Program has served its 16,000 personnel by providing over 150 events per year and in 1986 attracted 34,192 participants.

## FINANCES

Even though they are different sizes, MMC's component institutions contribute equal amounts of money to the staff salaries/benefits, event subsidies and the operating expenses of the program. The three company contributions are placed in the MMC Foundation from which all paychecks and program expenses are directly paid. The printing and mailing costs of the monthly program newsletter are the only costs that are divided and charged to each institution in proportion to its size. The largest institution donated office space and office equipment.

By handling the finances in this manner each company has equal say on policy matters and programming goals, but the smaller institutions do not bear the total financial burden of the larger one's printing and mailing costs. A further breakdown of costs could be billed

out to each institution dependent on the number of participants each had in a given event or year. The MMC Activities Program has decided not to do this because it may cause some conflict regarding which institution would hold a majority vote on policy matters and programming decisions.

## LIABILITY

In continuing the concept of equality among joint institutions, liability suits are likely to be treated as if the component operations were one. Regardless of which institution the plaintiff may be employed, depending upon the lawyer, all or just one organization may be named in the suit.

At MMC, regardless of which institution(s) is named, the damages would be equally divided among all three joint organizations.

## WHEN TO FORM A JOINT VENTURE

There are several situations in which a joint venture employee services program makes sense. For instance:

- When a company cannot afford a program of its own and therefore cuts back, eliminates or does not implement an employee services program.
- When a company may be too small to support a well rounded program.
- When a company can offer its personnel more to choose from in its employee services program by combining resources with another company.
- When a sense of community is desired among companies that are in related business, are located in the same industrial park or are subsidiaries of one another.
- When companies are faced with sim-

ilar problems that an employee services program can help correct, (i.e., absenteeism, turnover, recruitment, employee health concerns.)

Many of these situations are interrelated and can help build a case for a joint venture program.

When the MMC Activities Program was created, the last three examples played a part in the decision to create a joint program. By combining resources of three institutions the Activities Program has been able to offer more and varied events, build a sense of community among the institutions and has helped solve a common recruitment and retention problem.

## HOW TO LOCATE ANOTHER INTERESTED COMPANY

Once you have decided that a joint venture program is worth pursuing, one of the most crucial steps is to locate another "interested" company. You can start by looking at the companies that are physically located near your business. This could mean on the same block, the same street or in the same industrial park. The MMC institutions are all located within a mile of one another.

A second place to find an interested company is in the membership of the professional organizations with which your company is associated (i.e., NESRA). If you identify a company using one of these two methods it is likely that you already know something about the company and that knowledge helps the program get started.

Also consider checking with your local Chamber of Commerce. The Chamber knows the companies in the area and should be able to suggest a number of companies to approach. The business section of your local newspaper may contain information about employee services program cutbacks in other companies or a story about a company that is undertaking a project to reduce turnover or improve their employees' well being. Information gathered from these sources may prove more difficult to follow up on but they are leads that could make the difference in

finding another interested company.

## A COMMON THREAD

Joint programs are more successful if the companies involved are familiar with one another. In other words, they have some common thread or have a history of doing business together.

For example, at Mayo Medical Center the physicians at Mayo Clinic staff Saint Mary's Hospital and Rochester Methodist Hospital. This staffing relationship has tied the three institutions together on a professional level and has helped the Activities Program to be accepted on a "social" level by the employees.

Other business relationships can be used to form the tie between companies. A few might be:

- A long standing supplier/user relationship.
  - Sharing of office space/building.
  - Research and development/production relationships.
  - Companies are subsidiaries with one another.
  - Located in the same industrial park.
- Any common thread the companies pursuing a joint venture program can identify will help the program run smoothly and become accepted by the employees.

## ACTIVITIES WITHIN A COMPANY STRUCTURE

When a program begins you must realize that companies have different ways of doing things. Certainly major ways of doing business are evident but smaller items need to be considered. For example:

- How does internal mail get delivered?
- What is a company's policy on placing posters, announcements, etc. on company bulletin boards?
- Will the company allow employees to be sold items (i.e., discount tickets)?
- What type of internal publications or newsletters are available for your use?
- Does the company have a policy that allows volunteers to flex hours in order to help with some events?

There are many items that will need to be considered depending upon the scope and style the program takes.

At MMC we work with three mailrooms, eight different internal publications and several flextime or time off policies. This is not a difficult task. We simply keep a list of deadlines and issue dates, are familiar with benefits, and schedule our volunteers' time requirements according to the time off policy that applies to each person.

## THE AGREEMENT


The joint venture agreement should be put in writing. The purpose of this is not only to clarify details and serve as a matter of record but also to assist in the total thought process.

Some areas that should be documented are:

- Program goals and purposes
- Program structure
  - staffing layouts
  - reporting relationships
  - lines of authority
- Financial considerations
  - who will bear what costs

The agreement should be written in a manner that states detail yet allows for interpretation as the times change. This allows the program to be flexible and creative without document amendments.

Before and after a joint venture program is established the key ingredient to its success is to have management, employees and program staff who believe that the program exists to serve the needs of all employees equally and that no one company should dominate the program.

It is evident that careful thought and cooperation between the companies involved in a joint program are important. Depending upon the status of your program, joining forces may be the answer to stronger, more extensive programming opportunities. 

---

*Daniel J. Broderick, MERSC Vice President, is the Activities Coordinator for the Mayo Medical Center Activities Program in Rochester, Minnesota.*

## Oval Backstops Available for Ballfields



Ballfields aren't just ballfields anymore. They not only have to be good playing fields, but they must add interest and attractiveness to a community or facility. Quality Industries, a leading manufacturer of sports equipment, has introduced a new level of design to ballfields with its patented slant back and vertical oval-shaped backstops. The unique shape combines modern appearance with practicality. The backstop blends well with any landscape and adds a high degree of professional atmosphere to a playing field.

The backstops are all bolted construction with galvanized fittings or plated hardware. The mesh is a gauge galvanized steel and the main arches are of 2-7/8" galvanized steel pipes. The backstops are available in 50' or 60' widths and from 14'8" to 20' in height. The frames are also available without the mesh.

For more information, contact Quality Industries, P.O. Box 765, Hillsdale, Michigan 49242-0765, (517) 439-1591.

## Business Ethics Video Seminars Offered

To help managers draw the line between ethical and unethical behavior, the Bureau of Business Practice and Mortimer R. Feinberg, Ph.D. have created a new videotape seminar program that uses dramatized situations to help managers spot potentially dangerous areas and avoid trouble by taking the proper course of action.

The seminar, *Business Ethics: Guidelines and Commitment*, consists of seven segments on two videotapes

with a corresponding 96-page case workbook that is designed to enhance the information provided in the film. The workbook is divided into four sections—Section I: *Film Discussion Topics* provides a number of exercises to be completed in conjunction with the film.

Section II: *Ethical Decision-Making* outlines a step-by-step approach for making business decisions that ensures they will conform to the company's ethical standards. The decision-making worksheet provided in this section can be adapted to suit individual business and corporate functions and all levels of employees.

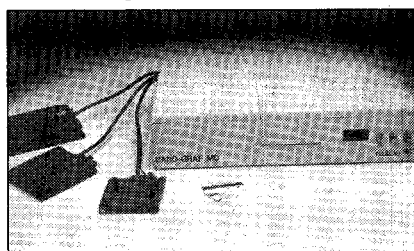
Section III: *Cases and Comments* asks the reader to review a series of hypothetical cases and, using the decision-making worksheet as a guide, to identify the ethical issues involved in each case and then write a brief solution to the ethical problem. Comments on each case are provided at the end of the section.

Section IV: *Ethics Policies* provides a complete review of policy considerations. Included in each part of the policy review are model and sample policies concerning a variety of corporate functions and types of business.

The video seminar is available in 1/2" VHS, 1/2" Beta, and 3/4" U-Matic videotape format.

For further information, contact the Bureau of Business Practice, 24 Rope Ferry Road, Waterford, Connecticut 06386, (800) 243-0876, Ext. 326.

## Telelab introduces Blood Pressure Screening System



Telelab, a division of Instrumedix, Inc., introduces the BARO-SYSTEM™, a computerized blood pressure

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The new system consists of a highly accurate monitor called the BARO-GRAF MD and a computerized receiving center. Unlike the traditional blood pressure monitoring method using a column of mercury, cuff, stethoscope and second hand, the BARO-GRAF MD's computer does all the work. Employees put on the cuff, pass a personalized identification card over a laser scanner, and then the machine automatically records, displays and stores blood pressure information—systolic and diastolic readings as well as heart rate information. This information is stored in the computer so that multiple blood pressure readings can be taken over extended periods and compared.

The BARO-SYSTEM™ makes it easier and less expensive to identify and manage hypertension before serious illness occurs without sacrificing accuracy.

For more information, contact Instrumedix, 10950 S.W. Fifth Avenue, Beaverton, Oregon 97005, (800) 835-3522.

## Video Cycle Provides Scenic Workout Tours

Cycle Vision Tours, Inc., introduces the addition of a special 2-1/4 hour VIDEOCYCLE videocassette for use at health and fitness facilities. This new video, titled "Club Edition, Vol. 1," has been added to the VIDEOCYCLE collection to meet the demands of the growing health club market.

The Club Edition, Vol. 1 combines seven 18 minute workouts from the VIDEOCYCLE series on one videocassette. Between each workout is an on screen display to let club members know when the next workout begins, which workout is coming next, and a target heart rate chart.

This videocassette series provides scenic workout tours designed to enhance the stationary cycling experience and also simulates the rhythm and motion of actual cycling.

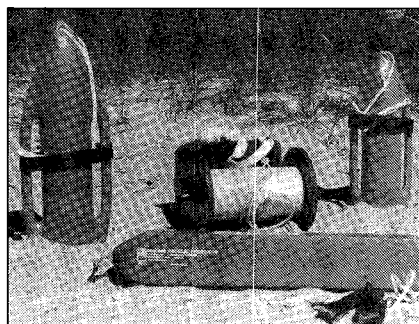
## NEW PRODUCT AND SERVICE GUIDE

The new "Club Edition Vol. 1" combines some of the best workouts from the Hawaii, San Francisco, and Grand Teton National Park tours.

The VIDEOCYCLE series features spectacular scenery, invigorating music, helpful narration, occasional on-screen riding companions and graphics to help the viewer monitor his pulse, distance, and location.

For more information, contact Debra L. Costa, Cycle Vision Tours, Inc., (800) 624-4952 or (505) 345-5217.

### Rescue Equipment Catalog Available



The 1987 Lifesaving and Rescue Equipment catalog is now available from Marine Rescue Products and Surf-Saving International. The catalog features rescue cans, rescue tubes, rescue reels, ring buoys, rescue surfboards, backboards, line floats, crooks and everything needed for pool, lake, ocean and water park rescue.

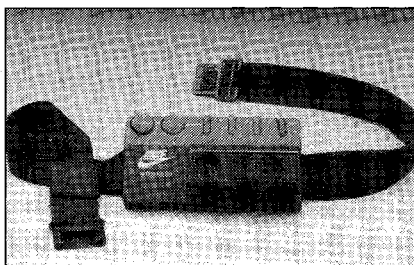
Staffed by experts with over 25 years of ocean lifeguard experience and 20 years of business in the lifesaving equipment industry, Rescue Products and Surf-Saving International equipment is currently being used by almost every major beach patrol in the world.

The new catalog is a must for park and recreation departments, municipal pools, YMCA-YWCA's, schools, colleges, hotels, motels, resorts, country clubs, and health and fitness centers or anywhere rescue equipment is needed.

For more information, contact Marine Rescue Products, Inc., P.O. Box 3484J, Newport, Rhode Island 02840, (401) 847-9144 (Rhode Island only) or (800) 341-9500 (outside Rhode Island)

or Surf-Saving International, P.O. Box 634J, Malibu, California 90265, (800) 341-9500.

### Nike Introduces Fitness Monitor



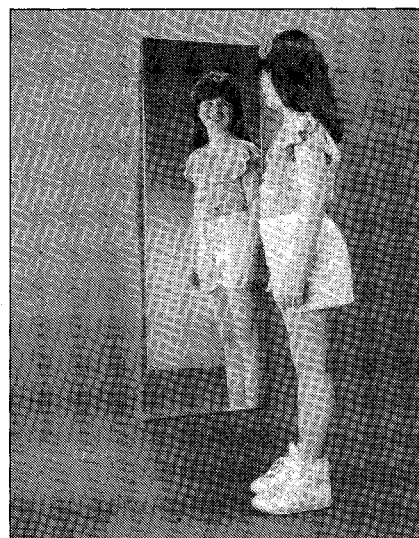
The Nike Monitor provides precise workout measurements for exercisers. By pushing a button, the monitor will report exactly how long you have been working out, how fast you are moving, what distance you have covered. By pressing another button, you can activate the optional heart pulse rate accessory and the Monitor's digitized voice will report your current heart rate. While pedometers and other measurement devices require manual input of estimated pace, the Monitor needs no calibration.

The Monitor can be a motivational tool for runners and walkers who are tired of concentrating on everything but their workout, and it frees walkers and runners from pre-measured courses. By listening to the Monitor, they can increase their pace, slow down, adjust their cadence, extend their distance and know they are reaching their most effective aerobic/metabolic benefit level.

For more information, contact Nike Inc., Fitness Electronic Division, 11000 SW 11th Street, Beaverton, Oregon 97005, (800) 433-3165 or 641-6453 (in Oregon).

### Shatter-Proof Safety Mirror Available

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**Industrial Recreation Directors Association of New York/New York, New York.** Contact Gloria Roque—(212) 887-6043.

**Massachusetts Association for Recreation and Employee Services/Boston, Massachusetts.** Contact Joanne Haynie—(617) 391-2421.

**Rochester Area Recreation and Employee Services Association/Rochester, New York.** Contact Ann Derhammer—(716) 288-2580.

## REGION II

**Central Ohio Employee Services and Recreation Association/Columbus, Ohio.** Contact Kathy Hall—(614) 225-8444.

**Cincinnati Association for the Promotion of Employee Recreation and Services/Cincinnati, Ohio.** Contact Evelyn Sandlin—(513) 369-7777 or 369-7740.

**Cleveland Employee Services Association/Cleveland, Ohio.** Contact Ellen Kynkor—(216) 575-2510.  
(1987 Chapter Merit Award Winner)

**Dayton Industrial Athletic Association/Dayton, Ohio.** Contact Raymond M. Rakar—(513) 455-4693.

**Erie Recreation Services Association/Erie, Pennsylvania.** Contact Tom Whitford—(814) 456-8511.

**League of Federal Recreation Associations/Washington, D.C.** Contact Clayton Cochran—(202) 233-3113.

**Philadelphia Association for Employee Recreation & Services/Philadelphia, Pennsylvania.** Contact James Alexander—(609) 547-8284.  
(1987 Superior Chapter Award Winner)

**\*Warren and Youngstown Employee Services/Warren, Ohio.** Contact Gary Holby—(216) 783-2860.

**Washington Area Recreation and Employee Services Council/Washington, D.C.,** Contact Elise Auldridge—(301) 681-4183.

## REGION III

**Chicago Association for Recreation and Employee Services/Chicago, Illinois.** Contact Britta Mansfield—(312) 289-9250.

**Michigan Employee Services and Recreation Association/Detroit, Michigan.** Contact Gary Roehl—(313) 496-5773.

**Northern Indiana Employee Services and Recreation/Warsaw, Indiana.** Contact Betty Atchison—(219) 267-9389.

## REGION IV

**\*Central Florida Employee Services and Recreation Association/Orlando, Florida.** Contact Ronald Ribaric—(305) 356-3365.

**Central Savannah River Area Employee Services and Recreation Association/Augusta, Georgia.** Contact Don Strosnider—(803) 725-1565.

**Nashville Area Employee Services and Recreation Association/Nashville, Tennessee.** Contact: Bebe Holland—(615) 361-2475.

**\*Northeast Florida Employee Services Association/Jacksonville, Florida.** Contact Dr. William H. Tomlinson—(904) 646-2781.

## REGION V

**Minnesota Employee Recreation and Services Council/St. Paul, Minnesota.** Contact Sue Shepherd—(612) 729-6097.  
(1987 Superior Chapter Award Winner)

## REGION VI

**Denver Area Employee Services and Recreation Association/Denver, Colorado.** Contact Lori Sharp—(303) 977-6750.

**Gateway Association for Recreation and Employee Services/St. Louis, Missouri.** Contact Joe Bitner—(314) 232-2336.

**Metro Employees Recreation Chapter/Houston, Texas.** Contact Dan Bush—(713) 880-6627.

**Metroplex Regional Council of Dallas-Ft. Worth/Dallas and Ft. Worth, Texas.** Contact Bob Brown—(214) 457-5997.

**San Antonio Corporate Recreation Association/San Antonio, Texas.** Contact Pamela Panszczyn—(512) 821-3033.

## REGION VII

**Associated Industrial Recreation Council/Burbank, California.** Contact Carl Nicchitta—(818) 843-2858.

**Central Coast Industrial Recreation Council/Santa Cruz, California.** Contact Sandy Petznick—(408) 722-4116.

**Employee Services and Recreation Inland Empire/Riverside and San Bernadino, California.** Contact Russ Drew—(714) 795-1502.

**Employee Service and Recreation Orange County/Orange County, California.** Contact Phyllis Smith—(714) 732-2432.

**Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California.** Contact Dave Baker—(213) 333-5693.

**Industrial Recreation Council of Greater Phoenix/Phoenix, Arizona.** Contact Olivia Heleniak—(602) 894-7274.

**Industrial Recreation Council of Southern Arizona/Tucson, Arizona.** Contact Robin A. Nagore—(602) 791-5298.

**Oakland Association for Recreation and Employee Services/Oakland, California.** Contact Charlene Buchanan—(415) 273-3791.  
(1987 Chapter Merit Award Winner)

**San Diego Industrial Recreation Council/San Diego, California.** Contact Tom Abbas—(619) 543-1296.

**Seattle Employee Services and Recreation Association/Seattle, Washington.** Contact Doreen Cato—(206) 464-4415.

**Tri-County Industrial Recreation Council/Santa Clara, California.** Contact Virginia Kiepert—(408) 742-5758.

## \*Chartered in 1987

## CONFERENCES & EXHIBITS

**The 1988 NESRA Conference and Exhibit** will be held May 11-15, at the Buena Vista Palace in Orlando, Florida. For more information, contact NESRA headquarters—(312) 562-8130.

**September 23-27, 1987. NESRA Region VII Conference and Exhibit.** Westin Hotel, Seattle, Washington. Contact Darrell Gosh—(206) 464-2385.

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- ☐ **#8706 "Travel—Past, Present & Future"**—(Panel) Jim Weiss, Westin Hotels; Gerhardt Angersbach, Angersbach International Travel; Tom Macari, Swissair.
- ☐ **#8707 "Volunteer Employee Clubs: Getting Started and Keeping Them Going"**—Adeline Boomgaard, Honeywell Information Systems.
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# EMPLOYEE SERVICES MANAGEMENT

Volume 30 • No. 7

## In this issue . . .

Being able to get away and leave it all behind—even if for only two days—can help allow time for *re-creation*. Today, there is a definite change in vacation patterns. More and more weekends are being turned into great little escapes as Americans take shorter and more frequent minivacations. Turn to this month's cover story, "Planning Weekend Getaways," for a survey of NESRA weekend getaway planners, unique trip ideas and valuable planning tips.

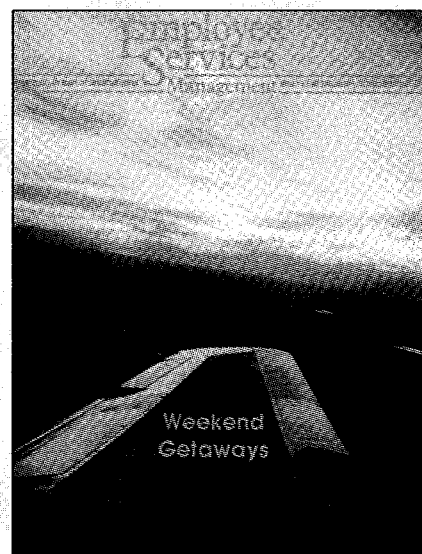
Ask someone from Orlando, "What's new?" and be prepared to sit down and listen for quite a while. Read "Orlando: Looking Great in '88," to find out what new attractions will be available to NESRA 1988 National Conference attendees.

Also in this issue, turn to "Operating a Company Store Without Walls" to learn how to cultivate the support necessary for offering the services of a company store—right out of your office.

Despite age differences, the old and young have many common denominators. Read "Intergenerational Programming" to find the value of intergenerational activity centers and the role they may play in the near future.

Planning a strategy to combat the reasons why people do not participate in your fitness programs is the first step toward increasing participation. Turn to this month's Fitness/Health Bulletin for details.

Also, read this month's Legal column to learn the possible legal ramifications of offering early retirement incentives.



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PUBLISHER	EDITOR	PRODUCTION	CIRCULATION
Patrick B. Stinson	Pamela A. Tober	Jeanne Saunders	Cynthia M. Brown

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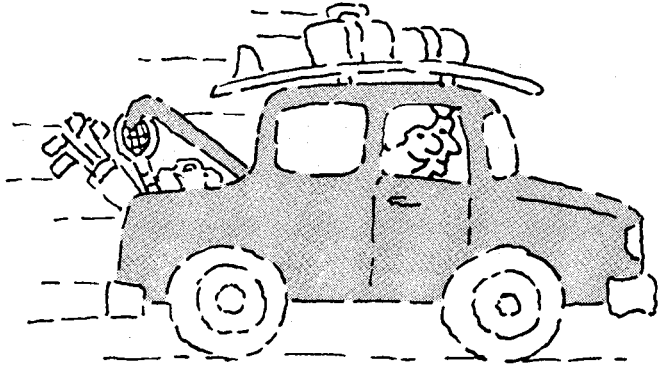
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## Senior Olympics: Retiring Old Stereotypes

Old age is being redefined as athletes age 55 and over compete in the first U.S. National Senior Olympics in St. Louis, U.S.A. *Today* reports.

These national competitors are the best of 50,000 seniors who participated in state-wide olympics. They perform in 5-year age brackets between 55 and 79, and in one group of 80 and up. Women make up 40 percent of the competitors. The week-long event showcases 11 sports, from track and tennis to archery and volleyball.

The participants are not coddled in any way; however, there are a few small concessions to age, i.e., the shot and discus are high-school weights. Although some sports such as golf and horseshoes are a bit less rigorous, the competitions are no less strong. For instance, top amateur golfers include Joe Simpson, 57, father of Scott Simpson, U.S. Open Winner.

Athletic contests for seniors are not new. In 1969, local senior olympics began in Southern California.

The purpose of the National Olympics is to stir older people to get fit. Medical studies are exposing the false-ness of assumptions that aerobic capacity automatically plummets with age. One gerontology researcher said that it's probably never too late to start exercising and the seniors at risk, are those who do not exercise.

One senior athlete said, "Just participating makes one a champion. The stereotype of aging in the last 20 years has reversed itself by people saying, 'if he can do it, I can do it.'"

## Activities Attracting The Most Dollars

For the past 15 years, Americans have been surprisingly consistent in the amount of money they spend on recreation. What has changed are the kinds of activities that attract the most dollars, *The Wall Street Journal* reports.

According to The Census Bureau's 1987 Statistical Abstract, spending for

recreation varied only one-tenth of 1 percent between 1970 and 1985. However, a breakdown of expenditures reflects the increasingly active lifestyles of Americans.

- Spending decreased from 16 percent to 12 percent on items such as books, maps, newspapers, magazines and sheet music.
- An increase to 15 percent from 12 percent in spending on wheeled goods, durable toys and sports equipment occurred.
- Spending on billiards, bowling, dancing, golfing, shooting, riding, skating, swimming, sightseeing and flying increased.
- A decrease in spending for admission to spectator sports occurred.

Although new activities do not appear to increase recreation spending, experts believe the competition within the recreation field will increase since all products are fighting for the same dollar amount consumers are willing to pay.

## Airlines Invest in Convenience

Airlines are improving their services on the ground by using modern technology in the form of laser scanners, bar-coded baggage tags, electronic sign boards and moving walkways, according to the August 3, 1987 issue of *Insight*.

With multiple flights arriving almost simultaneously so that passengers can make connections, the passenger traffic has put a strain on airport facilities.

According to the manager of airport planning and development at the Air Transportation Association of America, "the airlines are having to cope with problems like how to transfer bags from 30 gates in 40 minutes."

One airline spent \$500 million to improve its hub operation. The system is designed to handle 480 bags a minute, compared with the previous 75 pieces per minute.

Eventually, a rail system will link passengers to parking lots and other terminals, and people will be shuttled

between gates on an underground moving sidewalk.

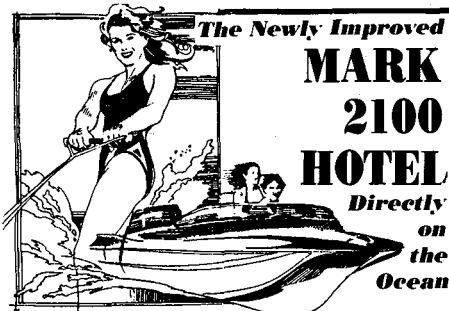
## Health Food of the Future

A few years from now, we may be munching popped amaranth at the movies, *USA Today* reports.

Amaranth, a tiny wheatlike grain, is one of several crops that scientists are researching in order to expand future dietary choices.

Other promising crops include mesquite beans and pods and perennial grains that do not require annual planting.

At present, amaranth may be too expensive to be marketable, but the price has been dropping. If this drop continues, amaranth could begin to replace wheat in crackers and breads. Mesquite's high gum content might be used in gelatins, puddings and toothpaste.



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## Contracting for Temporaries

According to the June-August, 1987 issue of *Management World*, temporary help is still playing an integral role in today's workforce.

A survey conducted by the Administrative Management Society of 560 industries and businesses such as manufacturing, finance, government, education, retail, insurance and utilities, indicates that 86 percent currently contract for temporary agencies. Also, 73 percent of the responding companies maintained or increased their wage level over the past year.

When businesses were asked why they use temporary help, the following

responses were ranked:

- 70 percent help alleviate an overload of work
- 61 percent assist with special projects
- 52 percent cover for employees on leave of absence
- 51 percent cover for vacationing employees
- 44 percent fill vacancies of departing employees
- 37 percent cover for sick employees
- 36 percent perform duties where permanent positions are not financially justified.

When asked how often they use temporaries, 68 percent responded "as

needed" and 30 percent said the average length of service of a temporary is one to two weeks.

## Good Day Care Good Results

According to *U.S.A. Today*, new research shows that high-quality day care has a positive effect on children, no matter how young they are.

In response to a report issued last fall, claiming that babies were likely to have aggressive and uncooperative traits if placed in day care, a new study shows just the opposite. Psychologists say that verbally-stimulated child care leads children to be more considerate,



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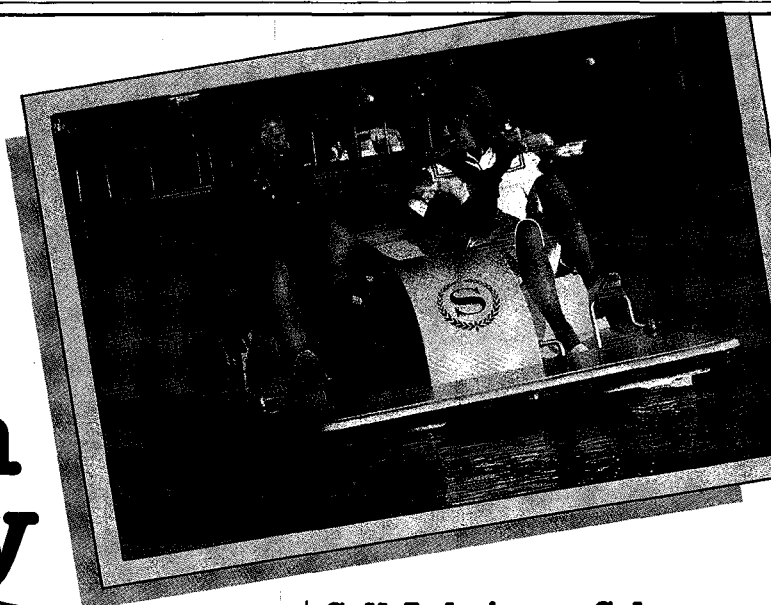
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## NEWS IN BRIEF

sociable, intelligent, and task-oriented.

Because 80 percent of children in Bermuda are in day care by age two—twice the number enrolled in the United States—research focused on 3-to-5-year-old children in the nine island daycare centers.

In any child care program, the more time spent between the care-giver and child, the better the social development will be.

When choosing quality day care, look for:

- The ratio of staff to children (One adult for every three children is recommended.)
- Opportunity to visit the program unannounced at any time
- A staff trained in early education or child development
- A state-licensed program
- Low staff turnover

### Hunting, Fishing Revenue Sets Record

Hunters and anglers spent a record \$624 million on state licenses and permits in 1986. Participation in fishing increased and hunting dipped slightly from the previous year, according to statistics released by U.S. Fish and Wildlife Service Director Frank Dunkle.

"Once again, hunters and anglers have made a major contribution to fish and wildlife conservation," Dunkle said. "When state license payments are added to the record \$248 million these sportsmen paid in Federal excise taxes for their equipment last year, the total is an impressive \$872 million, all earmarked for state fish and wildlife programs."

Hunters spent \$322.6 million and anglers spent \$301.8 million in 1986 for licenses, tags, permits, and stamps. In 1985, they spent \$300.7 million and \$282.3 million respectively.

The number of paid fishing license holders totaled 30,359,462 in 1986, which is about a 2 percent increase from the 1985 total of 29,673,190. Paid hunting license holders in 1986 numbered 15,773,190, which is less than

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1 percent lower than the 1985 total of 15,879,572.

These statistics are compiled annually for the Service by state fish and wildlife agencies and provide a general indication of participation levels in the two outdoor sports. The figures do not, however, correspond directly to the actual number of hunters and anglers in the United States because some states offer license exemptions to certain individuals who hunt or fish, such as those who are over or under a certain age, serving in the military, or handicapped. Additionally, hunters and anglers who buy licenses from more than one state are counted more than once.

The record \$624 million collected this year will help fund many of the states' fish and wild life management programs. These state wildlife restoration projects also are funded through the Federal Aid in Wildlife Restoration and Sport Fish Restoration programs

administered by the Service. Money distributed to the states through these programs is based, in part, on the number of fishing and hunting license holders in each state.

## Vacation Planning by Travel Video

Travel videos are the latest tool for vacation planning. According to the August 3, 1987 issue of *U.S. News and World Report*.

The tapes can take you on a safari in Kenya or just about any other travel experience. Some tapes can be borrowed at no cost, others must be purchased. Either way, this mode of travel planning ensures that "you get what you pay for."

Video rental shops are one place to obtain a travel video. Currently, few stores rent travel videos because there is little demand for any one subject.

Often, videos are available where travel reservations are made. For example, American Express lends 10-minute tapes at many of its affiliated travel offices.

In addition, some airlines, such as Air France and Air India, provide travel videos which are 10 to 15 minutes in length and are free for up to 10 days.

Magazines such as *Cruise Travel* and *Tours and Resorts* list cassettes that feature tours throughout the world.

Credibility of the information on a tape depends on the source. Films supplied by cruise operators or airlines will not say anything negative about the travel packages. Even so, just as travel brochures serve a purpose—so do travel videos. More objective information is often found in tapes produced independent of the travel industry, i.e., Republic Pictures offers 20 videos which provide useful advice about weather, tipping, and hours that bars close.

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# Planning Weekend Getaways

by Nancy R. Harris

**B**eing able to get away and leave it all behind, even if for only two days, can help allow time for *re-creation*, which is what recreation is all about—time to re-create body, mind and spirit. An employee who spends the money to get away for a fun-filled, exciting weekend three to six times per year, reduces stress by not having to wait all year for the one dream vacation. The rewards to your company for having sponsored the getaways are more efficient employees, better company morale, more camaraderie and company loyalty.

Vacation time is very costly to your company yet is vitally important to your employees' well-being. Think of weekend getaways as minivacations. A few weekend minivacations can provide more *re-creation* than an additional week of paid vacation—with nominal cost to your company.

Careful planning will be required of you to ensure a successful getaway. Many details need to be addressed, but you can make it easy and fun if you are aware of the key elements and issues for which you will be responsible.

## EIGHT ELEMENTS

Recreation Coordinators should try to provide affordable hassle-free weekend getaways that provide:

1. *Travel*—a true getaway
2. *Adventure*—something different that can't be done by staying home





3. *Education*—something new can be experienced or learned

4. *Camaraderie*—chance to share at a personal level with fellow employees or to meet new friends

5. *Excitement/Fun*

6. *Exercise*—via a sport, even if just walking while sightseeing.

7. *Hassle-free arrangements*—one phone call or visit to the recreation office is all that is necessary to sign up

8. *Re-creation*—accomplished by all of the above

How does one fit all of this into a two or three day program? Be creative! Use your imagination! One of the following suggestions may help you get started.

## GETAWAY SUGGESTIONS

Whatever your plan, keep in mind that it should not take more than four to six hours to get there. This allows for a 5 p.m. departure on Friday plus a full day of activities on Sunday with an arrival home between 9 and 11 p.m.

- **Ski Trips**—Within six hours from home via plane, bus or car (Longer travel time may be acceptable if the number of days are three or more.)
- Golf Tournament
- Tennis Tournament
- River Rafting
- Bicycle Trip
- Gambling Junkets: Las Vegas, Reno, Atlantic City
- Amusement Parks: Disneyland, Six Flags, Sea World, Disney World, etc.
- Camping
- Fishing/Hunting (using resort hotels or special fishing or hunting lodge)

- Hiking (day hikes from a resort)
- Backpacking
- Canoe Trip
- Local Resorts: For pool, shopping and relaxation
- Shopping Trips
- Professional Sporting Events
- Autumn Colors: Use of local resorts or special New England or Rocky Mountain tours.
- Fall Harvest: Help a local farmer for the weekend; take home some of the fruits/vegetables of your labor
- Special Historical Sites: Williamsburg, Washington, D.C., State capitols, Alamo
- Local Music or Art Festivals
- Out of State Football Games
- Opera or Other Cultural Events (in nearby city if not available at home)

In many cases the employee's spouse or significant other does not like to ski, play golf, tennis, hike, etc. In choosing a location/resort, you will need to consider those who will not be participating in the major events. There needs to be a variety of secondary activities to cater to all types of personalities.

## HOW TO MAKE ARRANGEMENTS

There are two ways to go about making the necessary arrangements: do it yourself or employ the services of a tour company. Let's start with what is involved in planning a *getaway* yourself.

**Hotel/Lodging Arrangements:** Once you have decided upon the type of getaway, the next and *one of the most important steps* is to locate a place to

stay. Careful research is necessary to make sure the hotel/resort caters to all your needs. Major items to be considered are:

- Clean and cheerful hotel rooms or condominiums
- Appropriate number of beds per room for your group
- Amenities that cater to your major and secondary activities
- Adequate fire escape routes
- Phone charges for local and long distance calls
- Bellman gratuities (Are they mandatory?)
- Considerate (easy to work with) management
- Deposit and cancellation policies
- Cost for lodging and food

You will want to get at least three proposals from lodging facilities. Request that all of the above questions are addressed in the proposal.

**Transportation Arrangements:** Airline and/or charter bus reservations will need to be arranged. A charter bus provides your employees hours of relaxed interaction. Make sure you negotiate the best deal and are aware of the special rules and regulations that apply to your type of fare. If you are dealing with a small group, carpooling works well.

**Activities:** Planning the event(s) that makes this weekend a reason for getting away needs your special attention. Take care in arranging the sporting events and purchasing of activity tickets, entrance fees, etc. Ask for help from the local Chamber of Commerce plus your contact at the hotel.

**Meals:** If you are going to include



any meals make sure you check out the quality of service and food. When figuring the cost, you will need to add on the local sales tax and gratuity. Fifteen percent is no longer a standard amount. Ask! Special diets such as vegetarian, low fat, etc. need to be considered.

**Contracts:** You will need to check with your company's legal department to learn the rules and regulations regarding contracts. You will probably have to make special arrangements and this may take time. Be prepared with this information before contacting the hotels, transportation companies, etc. The contracts you sign should clearly spell out all deposit and cancellation policies and exactly what happens in the event you are unable to provide the projected number of people for the getaway. Plus, check what recourse you have if the hotel, transportation company, activity or tour company does not fulfill their obligations.

## HIRING A TOUR COMPANY

Many communities are blessed with good, reliable tour companies that a recreation coordinator can call. The tour companies usually have a variety of packages available depending on the location, time of year and money your employees can spend. A good tour company should save you time and money.

Due to the volume of business tour operators conduct with a resort or activity, they should be able to provide

you with a better price than calling direct. If not, you may want to make the arrangements yourself. A good tour company should have expertise and experience in negotiating contracts with hotels, bus companies, etc. If you are not comfortable with this side of the business world, a tour operator that you trust can be your best resource.

When hiring a tour company you need to be aware of the following:

**1** The tour company should provide a proposal that will answer all of your questions about the lodging facilities and give you necessary cost comparisons. Because tour companies work on volume, they may not offer you every hotel on your list but due to their reputation with the hotels they do work with, you should expect excellent service and cooperation from the hotel. Remember, if the hotel makes a mistake with your small group, they stand to lose *all* of the tour company's business, not just the money from your group of twenty plus people.

**2** The tour company should negotiate on your behalf the best deal for transportation, activities, entrance fees, etc.

**3** If meals are included, the tour company should be willing and able to take care of these details too. They should only need to ask you your budget and preference of meal selections such as prime rib versus chicken.

**4** All contracts should be signed by the tour company. They should provide one easy-to-understand contract between your company and the tour company.

**5** Make sure the tour company carries adequate insurance and carries an "errors and omissions" policy. This will cover you in the event they make a mistake or omit any portion of the contract.

Never fear that you won't have anything to do if you hire a tour company. *The most important things still need to be done* in order to ensure a successful getaway that provides re-creation.

## PROMOTION

The *most important aspect* of a successful trip is *promotion*, the actual marketing and sale of the getaway to your employees. Whether you make your own arrangements or purchase a package from a tour company, *now* you must *sell* it to your employees. Please note: a good tour company may be of help by doing a presentation about the trip, providing you with posters, brochures, etc., but they cannot sell it for you. *Your major responsibility is getting the trip sold.*

Suggestions for marketing and selling:

- Flyers/handouts at recreation office
- Posters or flyers on bulletin boards, near coffee and in bathrooms
- Announcements in employee newsletter





## UNIQUE GETAWAY IDEAS

NESRA members revealed a number of unique ideas such as:

- A **"Cruise to Nowhere."** Avco Aerostructure employees cruised the ocean for an entire weekend without docking. Swimming, shuffleboard, water-volleyball, dining, dancing and other basic cruise ship activities were planned.
- Hughes Aircraft Company employees were told only what type of clothing to pack for their **"Mystery Weekend."** One trip took them to a resort where camaraderie was promoted with icebreakers such as volleyball matches, dance contests and card games.
- About 100 Decision Data Computer Corporation employees—dressed in rain slickers, galoshes and gloves—boarded a 90-foot ship on the coast of Boston to go on a four-hour **"Whale Watch."** A film presented before the watch had already informed them of the three types of whales to be on the look out for and a marine biologist navigated the trip, pointing out the 50–70 foot-long whales and their distinctive movements.
- City of Scottsdale employees **toured California's wine valleys** and, for a different perspective, a hot-air balloon ride over the same site was scheduled.

*U.S. News and World Report* featured other unique trips such as:

- A four-day **sailing trip** offered by Ocean Society Expeditions, Santa Barbara, California.
- For a self-improvement trip, a **body-training weekend** in Toronto combines physical workouts, nutrition and diet information.
- To nourish creativity, Appalachian **photographer workshops** in Asheville, North Carolina, offer shooting weekends in the mountains that include camera techniques and darkroom skills.
- Employees interested in quilting lessons from a professional can go on the **"Beaver Island Quilt Retreat,"** a two-and-one-half hour ferry ride off the Western shore of Lake Michigan.
- For those who find relaxation in beautiful music, the Greenbrier resort in West Virginia offers a **weekend of concerts** ranging from jazz to classical.

- Special presentations during lunch hour (show videos, hand out brochures)
- Info on getaways in paychecks
- Flyers in employee mail slots
- Announcements on P.A. system

## DETAILS, DETAILS, DETAILS!!

Once the promotional duties are done the following still require careful attention:

**Sign people up**—provide them with a payment schedule and receipts with clear deposit and cancellation policies.

**Get people to pay on time.**

**Prepare a rooming list**—which means determining who shares a hotel room or condominium with whom.

**Get money** to tour company or hotels, transportation companies and activities *on time* so as not to forfeit any deposit money.

Have participating employees **sign liability releases.**

**Provide special touches** that help to ensure a successful getaway such as food for the bus ride: box lunch or dinner and/or beer, wine or soft drinks. If it is a morning bus ride, try coffee and doughnuts.

**Answer a million questions like:** What should I pack? What phone number do I leave for the babysitter? What's the weather like? If the tour company is good, they will provide a fact sheet that you can photocopy and give to everyone. Whether you prepare the fact sheet or the tour company provides it, make sure it is easy to read. Then still be ready to answer the same questions.

## SOCIAL EVENT

There should be at least one social event during the weekend that provides everyone a chance to be together and socialize. You may want to consider the bus ride as this special time. If carpooling or flying, a Saturday get-together after the day's activities is recommended.

Pool or hot tub parties are fun (make sure to check with the hotel about their rules concerning food and beverage near the pool). A pre-dinner hospitality suite

# GETAWAY PLANNING GUIDE

The following information was obtained through telephone interviews with NESRA members. The figures indicated are estimates.


COMPANY/SIZE	MOST POPULAR TRIPS	AVERAGE TRAVEL TIME (ONE WAY)	PERCENTAGE OF THOSE PARTICIPATING IN AT LEAST ONE TRIP PER YEAR	NUMBER OF PARTICIPANTS PER TRIP	PRICE RANGE PER TRIP	MAJORITY OF TRIP TIME: PLANNED TRIP DIRECTLY (D) USED AGENCY (A) LOOSELY STRUCTURED (LS) HIGHLY STRUCTURED (HS)	
Avco Aerostructures/Textron Nashville, TN (7,100)	Resorts	6-8 hrs.	150	5%	\$300	E	LS
City of Scottsdale Arizona Scottsdale, AZ (1,200)	Gambling Fishing	2-8 hrs	50	60%	\$25-\$500	A	LS
Cherry Textron Santa Ana, CA (1,100)	Ski Trips Rafting	5 hrs.	45	20%	\$100-\$300	A	LS
Decision Data Computer Corp. Horsham, PA (2,500)	Sight-seeing Gambling T.V. Radio Studio Tours	4-6 hrs.	50-450	40%	Varies	D	HS
The DuPont Country Club Wilmington, DE (10,000)	Historical Tours Day Trips N.Y. Broadway Show	4 hrs.	35-45	5%	\$300	A	HS
Friendly Ice Cream Corp. Wilbraham, MA (1,200)	Sight-seeing Professional Sports	6-8 hrs.	32-44	25%	\$150-\$300	D	HS
Grumman Aerospace Bethpage, NY (30,000)	Amusement Parks Resorts Gambling	8 hrs.	200	70%	\$300	A	HS
H.Q. Army Rec. Services Washington, DC (5,000)	Gambling Outdoor Adventure Activities Amusement Parks	5 hrs.	30-50	83%	Varies	A	HS
Hughes Aircraft Co. Fullerton, CA (15,000)	Gambling Sight-seeing	1-8 hrs.	40-80	30%	Varies	D	LS
Los Angeles Postal Emp. Soc. and Rec. Comm. Los Angeles, CA (10,000)	Sight-seeing Gambling Resorts	5 hrs.	50-80	65%	\$75-\$250	A	HS
Lockheed ERC Burbank, CA (21,000)	Sight-seeing Rafting	5 hrs.	50	25%	\$200-\$300	D	HS
M/A Com System Div. San Diego, CA (1,350)	Ski Trips Shopping Trips (Mexico)	2 hrs.	80	25%	\$50-\$100	D	LS
Northern Telecom, Inc. Richardson, TX (1,100)	Gambling (Horse Racing) River Rafting	4 hrs.	35	4%	\$100-\$300	D	LS
Salt River Project PERA Club Phoenix, AZ (6,000)	Gambling Amusement Parks	4 hrs.	10-50	25%	\$100	A	LS
Wisconsin Electric Power Co. Milwaukee, WI (6,870)	Resorts Gambling N.Y. Broadway Show	4 hrs.	600	25%	\$100-\$300	E	LS
<b>AVERAGES</b>	Sight-seeing 36% Resorts 29% Gambling 29%	5 hrs.	115	35%	\$207	A-43% D-43% E-14%	HS-43% LS-57%





or casual gathering in the lounge might be your choice. Whatever you decide, it should be casual and inexpensive so that everyone is comfortable attending.

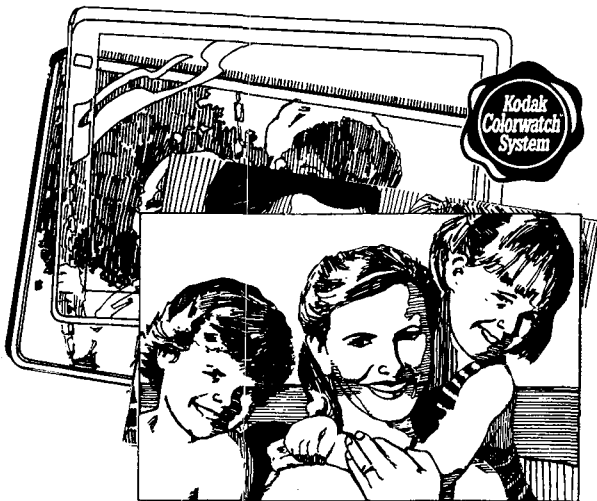
Weekend getaways (minivacations) are a vital part of today's corporate world. As with all recreation programs, getaways need to provide people with the opportunity to re-create body, mind and spirit. The "to do" list needed to set up successful getaways may be overwhelming at first, but it becomes simplified once systems are developed.

The keys to success are good planning and enough lead time to properly market and sell the getaway to your employees. If your plans include the eight elements that allow for re-creation, don't be surprised if your employees request that you make the trip an annual event. 

*Nancy R. Harris is an Organizational Consultant and is President/Owner of Organizers, Etc., Inc., a tour company specializing in organizing Colorado ski trips and corporate conferences. The firm, based in Denver, Colorado, also trains recreation coordinators in planning getaways and conducts seminars on organizational skills.*

*All weekend getaway photos provided by Steamboat Ski Corporation, Steamboat Springs, Colorado.*

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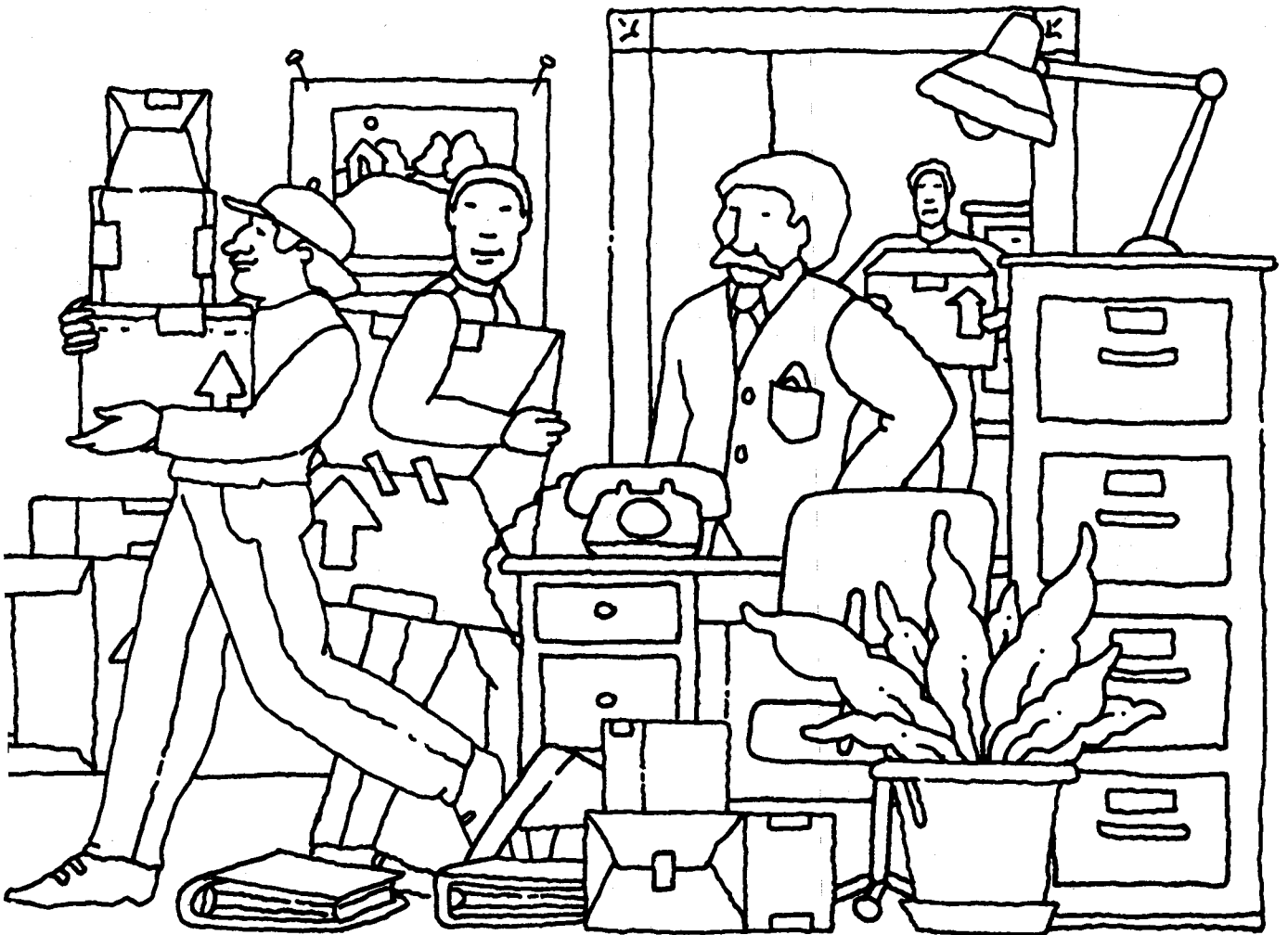
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# Operating a Company Store Without Walls

*by Janet Gregory*



**T**his is a tired refrain; I know you've heard it before, but it is so important, so basic, that I must repeat it here: You *must* have support from senior management before you can begin to run a program such as I am going to describe. You will need the cooperation of several support-service departments within your corporation and you can be assured of the help you need only if all of the department heads you may have to deal with are aware that senior management endorses your efforts and wants to see them succeed. You will be asking people to take on extra tasks. You can't expect people to do extra work for no reason.

Once your program has become an integral part of your corporate culture, the work involved will be accepted as a matter of course; but when you are just trying to get started, a strong sense of social security may be the only motivator at your disposal in enlisting the cooperation you will need from the providers of interdepartment mail services and maintenance assistance.

## ZERO VENTURE CAPITAL

There are two no-cost, no investment options for starting a retail program without capital; consignment sales and pre-sold goods.

Consignment sales involve the display of merchandise by you in your office at a price which includes a commission for your organization. You handle the sales, collect the money, deduct your commission and remit payment to the vendor. The vendor will deliver new merchandise and remove items which are not selling, as needed; perhaps weekly or biweekly.

There are any number of products available to you which you can pre-sell before you buy them. Several NESRA associate members require only a minimum dollar amount per total order and place no restrictions on the number of individual units ordered. This means that you select items that you, as a consumer, consider a good value; prepare and distribute a flyer which advertises the item, provides an order blank and sets an order deadline. You simply to-

tal the orders and forward to the distributor. When the merchandise arrives, verify the order and repackage the items for distribution to the individual purchasers, (at which point, the staff of your company's interdepartmental mail room will become the most important people in your life).

Don't be tempted to order items unless you know they will sell. For example: if you want to sell item A, don't plan on ordering item B to make up the difference if item A doesn't meet the minimum order requirements. I have four cases of Christmas candles which I ordered seven years ago and which I earnestly hope will be gone before I retire—13 years from now.

## ACCUMULATING CAPITAL

Don't plan on running a retail sales program for any length of time with no venture capital. Earmark the profits from the pre-sold items to provide funds to expand your programs.

The scariest thing you will ever do is risk money that doesn't belong to you. Start with a guaranteed success: panty hose. You can use the catalogs that all consumers receive in the mail.

Take advantage of the quantity prices (usually for as few as 12 pairs), and order just the basic colors in the full range of sizes. For less than \$100 you will have a can't-lose item and also provide a service to your female co-workers. The working woman does not exist who hasn't seen (or felt) her panty hose self-destruct on her legs, as she is half way to work.

If you price your hose at less than retail, you will build a regular customer base of employees who buy from you regularly, not just in an emergency.

You can expand your selection of pre-sold items if you have funds available to buy samples. If you don't have a store, where will you display the samples? In your office.

Be creative. Any horizontal surface at eye-level or below can become a sales area (except desks, obviously). Try the tops of file cabinets and storage cabinets. If you have wall space, allocate some profits from prior sales for

the purchase of inexpensive shelf units. If this isn't feasible, talk to the head of your company's department in charge of purchasing office furniture. The department may be called purchasing or corporate services, or any number of creative titles, but whatever they are called, these are the folks who have often used office equipment left over after a renovation or redecoration project.

These items are squirreled away in a basement or warehouse somewhere, and people who ask nicely are allowed to go "shopping" there. My entire office was furnished and equipped this way. Get to know the people who can help you and cultivate them. You can get a lot of mileage out of a box of home-made Christmas cookies, "please" and "thank you."

Scrounge shamelessly. Whenever a department is being relocated, stop by the old office on moving day. Items that won't fit in their new location might be available to you. If an item can be used for storage or display and you have room for it, offer it a good home.

Never let an opportunity go by. Shortly after discovering an enormous shelf system left behind in a vacated office, I was performing my regular task of scorekeeping for the men's softball team when the head of our corporate services department reached first base on an error. Did I trade a hit for a wall full of shelves? You bet I did.

## DIRECTING TRAFFIC

The major hazard of using your office as a retail sales area is success. Your programs will become so popular that you will have people in and out of your office all day long, browsing and buying. Unless you restrict your sales hours right from day one, you will have no time left for all your other work.

You might consider setting aside a block of time twice each week which you can devote to retail sales and tasks which can be performed in spite of interruptions. Announce these sale hours *and stick to them*. The minute you make an exception, you will have people coming in at random times.

You can always revise your sale hours as your practical experience indicates, but make sure that you publish the hours and enforce them.

## PURE PROFIT

If you are fortunate enough to have an area available such as an employee dining room, lounge, or just a very wide hallway, in a heavy foot-traffic area; you are ideally situated to have vendors come in with products for retail sale.

You will provide the space, make any needed arrangements with security for visitors' passes and with maintenance for tables and chairs if required, and advertise the sale. This is the total extent of your effort.

The vendor does all of the other work: transporting the goods, setting up, breaking down and sales.

For this minimal effort on your part, you receive a percentage of the net sales, excluding tax, which you have negotiated with the vendor prior to setting up the appointment.

We do not do a pre-and-post sale inventory to verify the vendor's totals. We have found that the vendors are so delighted with the program, that they don't do anything to jeopardize being asked to come back.

We invite new vendors to come in, bringing samples of the merchandise, to view the space available and observe the foot traffic. We let each vendor set his/her own sale hours, but we recommend 8 a.m. to 2 p.m., which is based on the hours our employee cafeteria is open, since this generates the bulk of the foot traffic in the sales area.

## GETTING THE GOODS

Where do you go to find merchandise? Most of it comes to you. In your office or at home, catalogs and junk mail are invaluable sources. The next time you see one of those direct mail advertiser's coupons in a magazine, clip it, fill it out and send it in. Get on as many mailing lists as possible.

Your own employees are potential sources. Two of our vendors are employees who take a vacation day when they do sales.

Other employees may place con-

signment goods with you. One word of warning: employees who do hand-crafted items may be disappointed if the items do not sell at a price which makes their labor worthwhile. We have found that hand-work does better in boutiques and craft villages specializing in such items. Our shoppers are looking for a bargain. We explain this as tactfully as possible if we are approached about craft items, and if the employee still wants to try, we agree to a specific trial period after which the merchandise will be removed if it hasn't sold. Since our space is so limited, rapid turnover of popular items is imperative.

---

**"Don't be tempted  
to order items  
unless you know  
they will sell."**

---

NESRA associate members offer a wide array of products and services available to you with little or no risk. If your space and capital are severely limited, just avoid those distributors who require you to buy job lots. The merchandise may be excellent, but this type of buying is suitable only for a conventional store operation with a huge market base. With only five hundred people at our operations center, we saturate our market very quickly.

Another great source of vendors is a flea-market. If you have a local flea-market which is only open weekends, case the joint. Examine the merchandise, compare the prices and select two or three vendors to approach about weekday sales on your premises. A successful vendor will spread the word and they will start referring one another.

Your biggest problem will soon be scheduling conflicts. We try to plan vendor sales days on paydays and the day after, which gives us four days per month. We are booked almost solid for the next six months. If you are paid weekly, you will have eight good sale

days per month. We have vendors so anxious to get in that they will take any day they can get.

## WHAT TO SELL

Our criteria are: quality products which have an absolute money-back guarantee; a price lower than retail; and a small profit for the club. The most important word being *small*. Don't get greedy; don't price yourself out of the market; remember, you have no overhead. If you can't beat a regular retail store's price, no one can.

Within the above parameters, if it doesn't move and it's legal we'll sell it. (If it moves, we give it away—puppies, kittens. . .) We do film processing, a great source of initial capital and we sell greeting cards, wrapping paper, film, clothing, candy and gift items. We have vendors for men's and ladies' clothing, gold jewelry, costume jewelry, leather bags and luggage, brasswear, sports equipment, silk flower arrangements and framed prints.

The gold jewelry vendors average about \$500 in monthly sales except November and December when they sell about \$5,000 per month. We have men's brand name suits available. That vendor sold over \$1,900 worth of merchandise on his first day.

You don't have to worry about what will happen if a particular vendor's goods aren't popular with your market—the vendor won't ask to come back.

## TO SUM UP

There are many ways you can earn extra money for your programs and provide a terrific service to your employees if you just remember to get management support, cultivate the people in your support service departments and be opportunistic and open to new ideas. Don't risk large amounts of capital, but do trust your own judgment—you are a consumer yourself. If you think an item is a good buy, chances are your co-workers will think so too.



---

*Janet Gregory is Employee Activities Manager of Howard Savings Bank, Livingston, New Jersey.*

# Orlando: Looking Great in '88

*by Frederick W. Corrigan*



*Boardwalk and Baseball's welcoming party.*

Ask someone from Orlando, "What's new?" and be prepared to sit down and listen for quite awhile. With nearly \$16 billion in development projects, either currently or soon to be underway, the outlook for Central Florida and visitors to the area, including the delegates attending NESRA's 1988 Annual Conference next May, remains sunny and bright.

"Boardwalk and Baseball" is Orlando's newest theme park, which opened this past April. It features 30 thrill rides, live entertainment and a midway which together form an amusement park interconnected by an authentic jarrah wood boardwalk.

The park also features six major league-size playing fields for both professional and amateur baseball. Starting next year, it will be used for spring training by the Kansas City Royals of the American League and seasonally by one of the Royals' minor league teams.

Visitors to Boardwalk and Baseball can also see a traveling exhibit of baseball memorabilia on loan from the National Baseball Hall of Fame and Museum in Cooperstown, New York. It contains more than 100 artifacts from baseball's shrine to create a timeline showing the evolution of the game from 1836 to present.

Another favorite with young and old

alike is **Sea World of Florida** which unveiled its newest addition—the "Penguin Encounter" this past July. One of the most ambitious projects ever undertaken by Sea World, the "Penguin Encounter" is one of the largest and most technically advanced exhibits of its kind in the world. The facility is home to hundreds of penguins and alcids (birds native to the Antarctic and Arctic regions, respectively).

So realistic, it even snows inside, the "Penguin Encounter" is comprised of a penguin exhibit, alcid exhibit and learning hall, which showcases discovery of the polar regions and research that has made the project a reality.

Just a short walk from NESRA's

convention headquarters hotel, the Buena Vista Palace, will be "**Pleasure Island**," one of many new projects now underway at Walt Disney World scheduled to open in the spring of 1988. "Pleasure Island," a new kind of nighttime entertainment area, is themed by a legend of lost pleasures. It offers a variety of nightclubs, restaurants, shops and dining experiences in a 19th century-style harbor on the western edge of Walt Disney World Village.

A wild west dinner show and trading post complex complete with authentic stockade fort and western memorabilia, "**Fort Liberty**," opened this past July. The attraction features the essence of American pioneer days, western music and food, and a variety of entertainment.

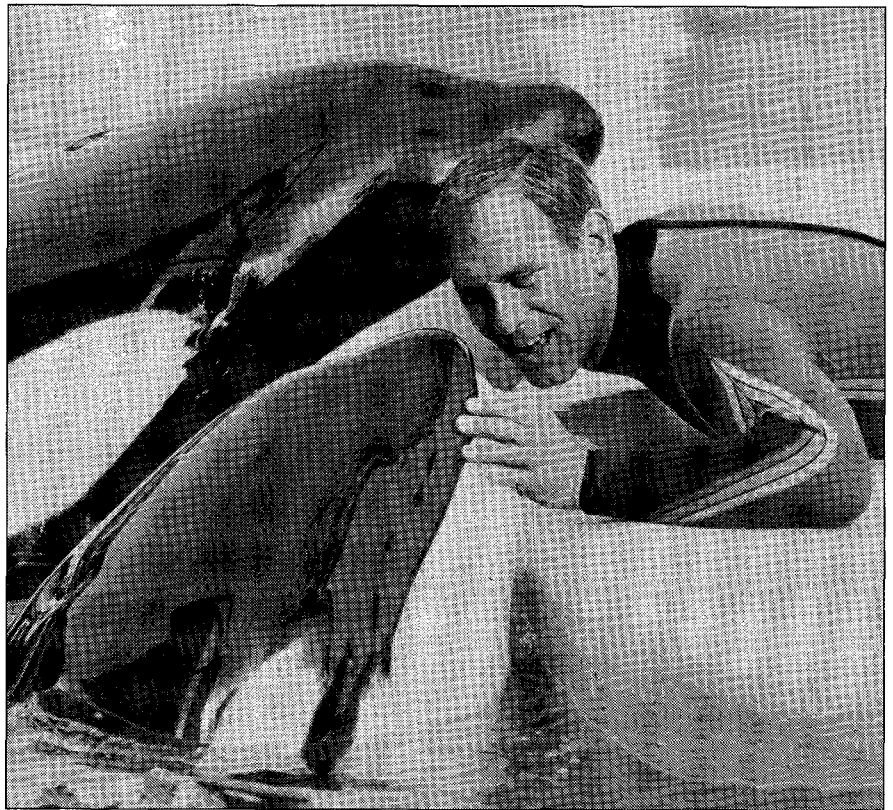
The newest addition to **Busch Gardens** in nearby Tampa is the 1200-seat Moroccan Palace Theater. Although state-of-the-art inside, the theater's exterior resembles an ornate Moroccan temple and dominates the "skyline" of Morocco, the entry complex to Busch Gardens.

Always a popular stop with visitors to Orlando, downtown's "**Church Street Station**" is in the midst of a major expansion which will see the opening in February, 1988, of the "Church Street Exchange," a festive three-level shopping area with specialty shops and restaurants.

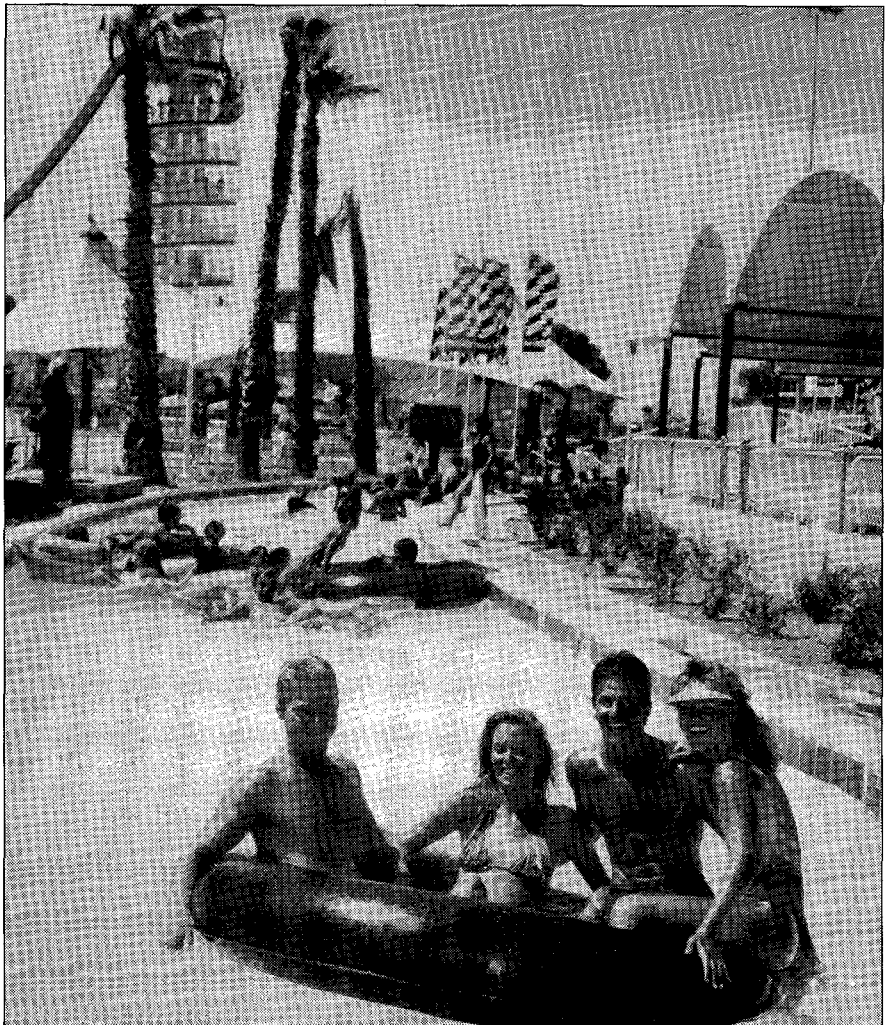
The latest addition to "**Spaceport USA**" at nearby Kennedy Space Center is "Satellites and You," which is scheduled to open in the third quarter of this year. The exhibit will feature animatronics and state-of-the-art visual and sound effects, which will allow guests to experience some of the same conditions astronauts working on a space station might encounter.

Visitors to "The Lazy River," newest attraction at "**Wet 'n Wild**" may use floats, innertubes, rafts and inflatable toys to float leisurely along its quarter-mile, gently moving stream. Opened this past April, the "River" features 350,000 gallons of water flowing at a constant speed of two to three miles per hour.

In addition to the many new diversions available to visitors to Orlando, the area's mainstays of top quality attractions remain ever-popular and un-



*Sea World's killer whales play in their 6-million gallon stadium.*



*Visitors float leisurely down Wet 'n Wild's new "Lazy River."*





*Silver Springs' boa constrictor, a regular in the snake shows, doesn't seem to mind a tickle from a young visitor.*



*Mermaids are one of many attractions at Florida's Weeki Wachee.*

equaled for the value and entertainment they offer.

Development projects are not limited to Orlando. A trip to **Silver Springs** in 1988, will reveal a multi-million dollar expansion, including the complete renovation of the attraction's famous Antique Car Museum. Displays surrounding the cars will reflect the flavor of the eras when they were built. Two classic cars from the 50's have already been added to the collection and are displayed in one area of the building designed to bring back memories of a typical drive-in restaurant of the 50's.

Also underway is the rebuilding of the Glass Bottom Boat Dock which will feature a turn of the century theme and include the addition of the Gaslight Park and Plaza and a free-flight Aviary.

**Florida's Weeki Wachee** also has added the Animal Forest as its newest attraction. A short walk along the banks of the Weeki Wachee River under a canopy of trees leads to a petting zoo of pigmy goats, exotic miniature deer called muntjaks and a variety of other animals—all in the natural setting.

The best way to plan your free time while attending NESRA's 1988 conference is to consult the *Official Visitors Guide to Central Florida*, which will be made available to you when you register for the conference and is published by the Orlando/Orange County Convention & Visitors Bureau.

The Bureau also operates the area's Official Tourist Information Center which is located at the Mercado Mediterranean Shopping Village on nearby International Drive. Open daily, 8 a.m. to 8 p.m., it features a display of brochures from all of the area's attractions, as well as menu boards highlighting the cuisines of area restaurants, including prices.

With nearly 100,000 of its residents directly employed by the hotel, restaurant or attraction industry, the Orlando area stands ready to make NESRA's 1988 conference the best ever and the most enjoyable you've attended. ☺

*Fredrick W. Corrigan is Director of Public Relations and Communications for the Orlando/Orange County Convention & Visitors Bureau, Inc., Orlando, Florida.*

# Intergenerational Programming

by Claudia M. Anderson

---

## The Little Boy and the Old Man

*Said the little boy, "Sometimes I drop my spoon."*

*Said the little old man, "I do that too."*

*The little boy whispered, "I wet my pants."*

*"I do that too," laughed the little old man.*

*Said the little boy, "I often cry."*

*The old man nodded, "So do I."*

*"But worst of all," said the boy, "it seems grown-ups don't pay attention to me."*

*"I know what you mean," said the little old man.*

*"I know what you mean," said the little old man.*

—Shel Silverstein

---

Today a great deal of emphasis is placed on the needs of the very young and the very old—large groups at each pole of our population. Concern about older adults has risen from the realization that they comprise a large and growing portion of the United States population.

At the opposite pole is the growing concern for quality child care. Two factors which have contributed to this concern are the increasing number of women selecting careers outside the home and the increasing number of births.

As the population of the old and young increases, emphasis has been

placed on the quality of care provided by nursing-home facilities and child day-care centers. Health care professionals are developing innovative programs for older adults in order to encourage independent living, to promote good physical and mental health, and to provide activities which encourage constructive use of free time.

Child-care professionals strive to develop holistic programs with activities that stimulate healthy physical, intellectual, social, and emotional development as well as individual interests of each child.

While interest in quality care of old and young grows, another area of con-

cern has also emerged—the isolation of older adults from young children. This isolation results in negative attitudes and misunderstandings between these two groups, and in the inability of youth to look at aging as a natural part of the life cycle. The question arises: How do we prepare children for an aging America and their own future?

One innovative response to this question and to the call for quality care of old and young is the development of Intergenerational Activity Programs. In these programs children and older adults participate in planned activities designed to establish ties between unrelated individuals. Interge-

nerational programs provide education on aging in order to make the process of aging less fearful, to break down stereotypes, and to enable children to relate more readily to the elderly around them. The programs aim to improve the quality of life for the elderly now and in the future.

Another recent response to the need for aging education is the institution of intergenerational (or multi-generational) activity centers. Here older adults work as paraprofessionals in child care programs or interact, as patients, in a combined curriculum for old and young.

Throughout the activities, program caregivers are responsible for providing children with unbiased information about the attributes, behaviors and characteristics of the elderly. Intergenerational programs are also designed to bring the outside world to the elderly to put a lifetime of skills to use.<sup>1</sup>

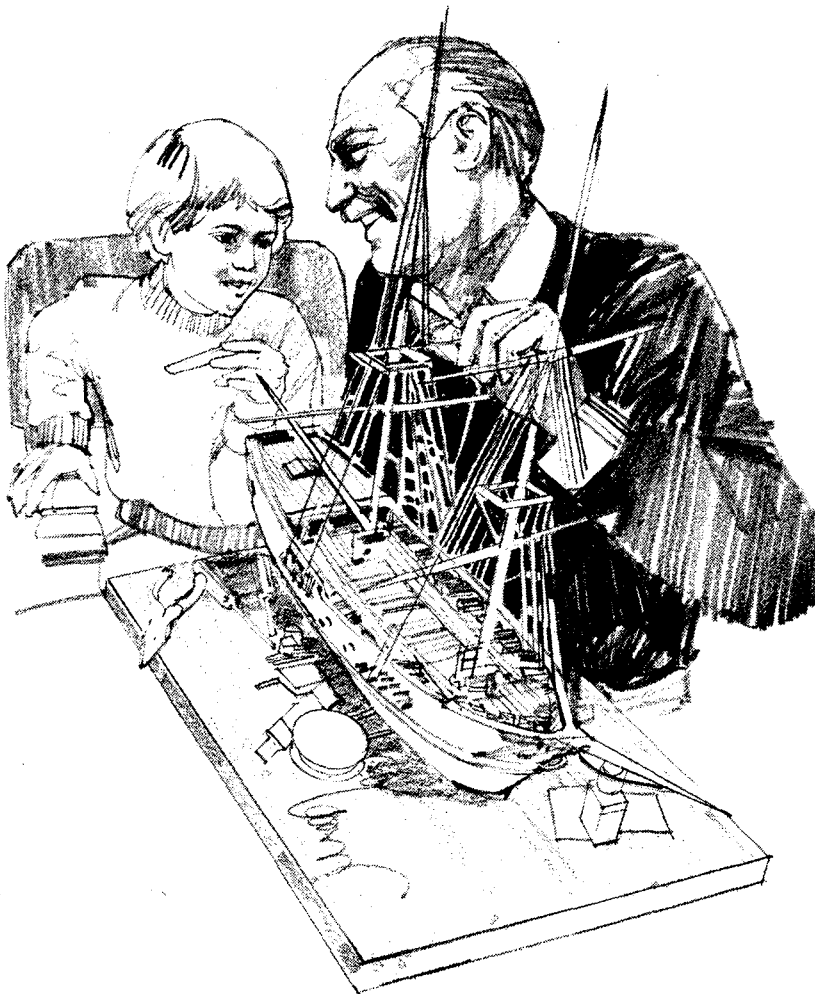
The majority of existing intergenerational programs have been successful in achieving their goals. In a 1971 study, the addition of foster grandparents' care to institutionalized children was associated with positive effects on children's social and intellectual development.

A 1973 study revealed that experimental groups of children who received foster-grandparent care demonstrated higher Intelligent Quotients (IQ) in both a cross-sectional and longitudinal study than did a control group. The increase in IQ was attributed to the individual, one-to-one relationship with an older adult.<sup>2</sup>

In an experimental study conducted in cooperation with project LOVE (Let Older Volunteers Educate), first, third, and fourth graders were asked questions about characteristics of older people before and after older volunteers worked in the school. (The third grade served as a control group.)

Older volunteers taught bowling, math, gardening, bread baking, crocheting, history telling, life perspective, and aging. Results after a six-month period showed a significant increase in positive characteristics used by the students to describe old people.

In addition, the program benefited



children by increasing interest in learning academic skills and improving feelings of self-concept. Students gained perception of aging as a natural part of the lifespan and an enhanced meaning of history. Older adults developed new interests and relationships and experienced feelings of social usefulness. It was also noted that adults perceived their health as being improved.<sup>3</sup>

Another study assessed the change in psychosocial, mental, and behavioral status of chronic geriatric patients after 15 weeks of contact with high school students. Results indicated an increased social interaction and mobility, decreased voluntary confinement, and reduced daytime sleeping.

Benefits were also accrued by students who reported academic gains through a gerontology seminar, a greater sense of responsibility, and increased empathy for older adults. Students developed the ability to perceive impairments separate from illnesses and felt personal gratification in shared experiences which improved the quality of life for these patients.<sup>4</sup>

Although studies are not conclusive, they demonstrate that attitudes toward

the elderly need changing and that intergenerational interaction can make a difference. However, careful and clear planning, well in advance, is an essential ingredient to the success of a program.

## RATIONALE

The decline of the extended family and segregation of the elderly and the young has deprived children of contact with elderly people who are meaningful sources of affection, values, and information concerning their cultural heritage. For the young, age segregation may lead to the development of unrealistic attitudes toward elderly people, the aging process, and death.

Segregation may deprive older adults of "significant others" necessary for mental health, and opportunities to make significant cultural and societal contributions. The elderly may also experience a sense of isolation, uselessness, and dependency.

Despite age differences, the old and the young in American society have some common denominators. Both are struggling for independence—the young

to gain it, the old to maintain it. Both hold a socio-emotional role, make mistakes, and are sometimes physically limited. Neither older adults nor children have much status or power, and each group develops its own identity and solidarity.<sup>5</sup>

## DAILY ACTIVITIES

In planning activities for an inter-generational program, it is important to keep in mind that the process is more important than the product. Activities are the vehicle through which physical and emotional closeness is nurtured and satisfying friendships are developed.

Activities should be enjoyable and varied, and encourage participation for all. Plans designed for children and older adults must draw upon the expertise of the activities director and preschool teacher so as not to be too immature for older adults or too detailed for the young. Sensitivity is needed for particular limitations of some participants in each age group.

The young and old can engage in activities which are mutually interesting. Rhythm and movement exercises which enable young children to develop muscle skills may enable the elderly to retain skills necessary for independence.

Activities in science, math, and social studies can spark interest, expand knowledge in young and old alike, or draw upon older adult's personal stores of wisdom and real life experiences. Such activities may also stimulate memory and add to a sense of reality.

Activities dealing with sensory awareness seem especially appealing to the old. Perhaps because their senses are slightly dulled through age, the old gain new awareness when attention is given to sight, smell, touch, taste, and hearing. Sensory activities may encourage the elderly who have withdrawn due to physical disabilities to become more active in social gatherings. Children also enjoy sensory activities and the physical exploration of new objects, colors, flavors, textures, and odors.

Figure 1  
Suggested Activities for Young and Old

	Physical Stimulation	Social Stimulation	Intellectual Stimulation	Emotional Stimulation	Creative Expression	Aging Education	Contribution of Wisdom/Skills	Contribution to Sense of History
Birthday parties			✓		✓			✓
Holiday celebrations			✓	✓	✓		✓	✓
Theme days			✓	✓	✓		✓	✓
Pet show			✓	✓	✓			
Hobby show			✓	✓	✓	✓	✓	✓
Bike day	✓	✓					✓	
Baby picture display			✓		✓			✓
Repair shop	✓	✓	✓				✓	
Talk times			✓		✓			
Scrapbook making			✓		✓	✓		✓
Cooking experiences			✓	✓	✓		✓	
Field trips and outings	✓	✓	✓	✓	✓		✓	✓
Plays, Skits, and Movies					✓	✓	✓	
Gardening	✓	✓				✓	✓	
Cook out			✓		✓			
Bird walk	✓	✓	✓				✓	
Apple picking	✓			✓			✓	
Car wash	✓	✓						
Astronomy				✓			✓	
Cloud watching				✓		✓		
Insect collections			✓	✓			✓	
Health programs				✓			✓	✓
Sensory boxes	✓			✓	✓		✓	
Measuring activities				✓				
Scales and balances				✓				
Exercises	✓	✓				✓	✓	

Continued on page 26



## Purpose of Intergenerational Activities

The goal of the Intergenerational Activity Center is to initiate activities which:

### *For children:*

- Develop positive attitudes and behaviors toward older adults by providing accurate information about aging.
- Help children see adaptations which can be made to overcome problems so that living can go on.
- Increase the quality of child care by increasing the number of adult caregivers who can offer emotional support and individual attention.
- Enhance curriculum materials with the aid of the older adults as a means of stimulating physical, social, intellectual, and emotional growth.

### *For older adults:*

- Provide opportunities for older adults to make meaningful contributions by encouraging creativity and drawing upon lifetime talents and knowledge.
- Provide opportunities throughout the curriculum to pass on wisdom and traditions.
- Maintain the highest possible level of functioning in all dimensions of life—physical, psychological, social, and spiritual.

### *For both children and older adults:*

- Establish mutually satisfying and meaningful relationships between the old and the young by encouraging special friendships.
- Raise feelings of self-esteem by providing opportunities for decision-making and by providing opportunities for interesting tasks which can be mastered by both young and old.
- Encourage understanding of aging as a life process and thus improve the quality of life for future generations of older Americans.
- Expose young and old to the larger community through field excursions or by bringing members of the community into the center.

Literature and art can provide many creative opportunities individually and collectively. Art can provide an opportunity for individual creations and thus provide a sense of self-esteem. Art can also draw upon skills which have been dormant for years in the older adults. Some older adults may enjoy reading to children or to their peers. Children may also wish to "read" to their older adult friends.

Favorite songs can be shared and sung by old and young alike. Cooking experiences place the child and adult side-by-side striving for a common end product to share at snack or meal time—an opportunity for socialization.

Large motor activities can provide children opportunities to gain new skills and older adults to practice old skills. They can also improve strength, endurance, balance, range of motion and agility. Older adults may appreciate an opportunity to teach organized games to their young apprentices.

Some older adults and children may be passive participants who observe from the sidelines. Perhaps they may gain simply from the change of environment, or the stimulation of the group and content of the activity.

The possibilities are endless when the young and the old are combined. The limits are subject only to the creativity of the activities director and the preschool teacher. Perhaps the elderly or children, themselves, can play a role here as well in suggesting further opportunities to work and play together. (See Figure 1.)


Successful intergenerational interaction depends on careful planning, execution, and evaluation of activities. It also calls for examination of people involved, and of space and equipment where activities will occur. Success is not determined by the product, the completed craft or the collected leaves on display; it is the process itself, the relationships that develop, the knowledge or skills gained, or simply the feeling of accomplishment.



**Figure 1**  
**Suggested Activities for Young and Old**

(Continued from page 24)

	Physical Stimulation	Social Stimulation	Intellectual Stimulation	Emotional Stimulation	Creative Expression	Aging Education	Contribution of Wisdom/Skills	Contribution to Sense of History
Bubble blowing		✓			✓			
Bean bag toss		✓	✓					
Bowling		✓	✓					✓
Ring toss		✓	✓					
Checkers		✓	✓					✓
Dominoes			✓	✓				
Bingo			✓					
Train sets			✓			✓		✓
Croquet		✓	✓					✓
Puzzles			✓	✓		✓		
Sorting		✓		✓				
Simple crafts		✓	✓	✓		✓	✓	✓
Painting		✓			✓	✓		✓
Collages		✓			✓	✓		
Modeling clay		✓	✓		✓	✓		✓
Gluing projects		✓			✓	✓		
Papier-mache		✓	✓	✓				
Weaving		✓		✓		✓		✓
Ceramics		✓		✓		✓		✓
Jewelry making		✓				✓		✓
Mobils			✓			✓		
Rhythm band		✓		✓	✓	✓		✓
Music appreciation				✓	✓	✓		✓
Sing-a-long			✓		✓			✓
Reading			✓	✓	✓	✓	✓	✓
Storytelling			✓	✓	✓	✓	✓	✓
Wheelchair races	✓	✓			✓		✓	

Intergenerational interaction is one answer to the needs of the young and the old. Although the effects of intergenerational interaction cannot be measured, it can make a big difference in the quality of life for many children and older adults. If intergenerational activities can influence public policy, enable young and old to see beyond themselves, provide opportunities for interpersonal sharing, or simply encourage passive participation, the program is worthwhile. 

*Claudia M. Anderson is President of Heritage Care, Inc., Columbus, Ohio. The corporation specializes in quality care for children and older adults.*

#### Footnotes

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4. Wallach, Howard, Kelly, F. and Abrahams, J., "Psychosocial Rehabilitation for Chronic Geriatric Patients: An Intergenerational Approach." *The Gerontologist*, 1979, 19(5).
5. Ulin, Richard, *Teaching and Learning About Aging*. National Education Association Publication: Washington, D.C., 1982.

#### Correction

The cover story, "Urban/Rural Programming," of the July, 1987 issue of *ESM* incorrectly stated that the "recreation programs at Xerox Corporation, El Segundo, California, are run completely by volunteers. The statement should read "the *hobby clubs* in El Segundo, California, are run completely by volunteers."

Xerox has a full-time staff of four who administer a wide variety of programs for their Southern California employees.

## Increasing Participation In Fitness & Health Programs

*by Cheryl Merckerson*

**T**o increase participation, you first must know why people are not participating. The following steps can help you determine this:

**Step 1**—Seek out and ask nonparticipants why they are not participating in the program.

**Step 2**—Ask participating employees why they think people are not attending current programs.

**Step 3**—Develop an employee questionnaire for program abstainers asking their reasons for not participating.

**Step 4**—Create a "focus group" to study the answers of what keeps employees from participating.

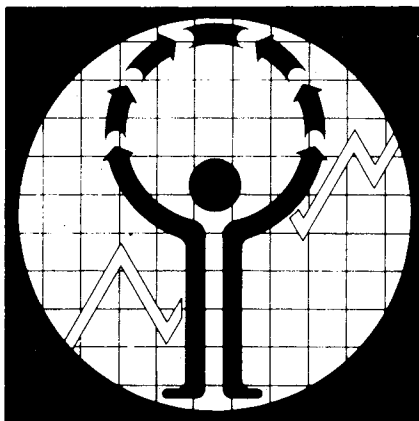
All of these approaches will send a strong message about your desire to have your employees become active in your programs to improve their well-being.

Some of the most frequently mentioned reasons for not participating include:

- "I don't need it."
- "I already know it."
- "My supervisor won't let me go."
- "I don't like groups."
- "I don't trust what they'll do with the information."
- "Nothing interests me."
- "It's at the wrong time of day."
- "It's too far to go."
- "It's boring."
- "It won't help."
- "I don't have enough time."
- "Management doesn't really care so why should I?"
- "I'm too tired."
- "I got kidded too much."
- "My union steward said not to go."

By grouping the above typical responses by frequency into the following general categories, you can develop strategies to combat them.

**Quality Problems:** If the quality of your staff, instructors, exercise leaders, or facilitators is lacking, you need



to retrain or replace them. Participant evaluation forms sometimes will indicate a problem, but you may still need to ask employees informally for feedback.

**Timing Considerations:** If your programs take place on employee time, try putting them on work time. If the programs are held at a bad time of day or night, try different time slots. Flex-time and release-time for participation may be helpful.

**Employee Interest:** If employees are not interested, change the programming, market programs more aggressively, and provide incentives for attendance. Better program descriptions and enthusiastic articles in employee newsletters may also help.

**Reluctance:** If you know of individuals who may be undermining participation, make a personal visit and appeal for their help. Sometimes an extensive problem may require a formal management policy supporting participation.

**Apathy:** Offer something unusual, fun, and dramatically different. Use incentives for participation and promote them. Use novelties and make the program more enjoyable.

**Access Problems:** If employees out in the field are not participating, take the programs to them. Also, piggyback

your programs onto other activities such as sales meetings, management meetings, safety meetings, etc. If multiple shifts are involved, take the programs to each shift.

**Management Support:** If your management does not take their program seriously, it should not be surprising when the employees do not. Approach your managers and solicit their commitment to help make the program succeed.

Another widely used strategy to increase participation is the use of incentives. Some examples of participation incentives for your programs might include:

- Discounts (bring-a-buddy, recruitment, repeat enrollments, attendance, subsidy, health-benefit contribution, gift coupons, door prizes)
- Time (flex availability, release-time availability, time off, additional sick-leave days)

### MOTIVATIONAL IDEAS

The variety of fitness/health programs offered in your company may be the key to motivating employees to participate.

For example, fun-runs are easy to implement and can be held throughout the year. They are not to be competitive but used as a tool for encouragement to participate in fitness programs. The objective of the fun-run is for all runners to finish. Recognition should be given to each runner after completion of the run.

Another example would be a health fair, which is widely used to encourage a balanced approach to physical, mental and social well-being. A health fair can be a large production with all the fun and flair of a carnival. Booths and games of fitness activities will enable you to reach a large number of em-

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## FITNESS

employees and their family members.

Many of your health organizations and associations will provide you with literature on health education and safety information. Your community hospitals are also a good resource for assistance with guest speakers and educational information.


One other successful program many companies have developed for their employees is the "Achievers Club." This is an exciting program that could lead many employees to improved fitness and a healthier, more vigorous lifestyle.

The "Achievers Club" sets realistic goals that individuals will be able to reach and will enjoy reaching. It should also provide all employees with the information, opportunity and encouragement needed to improve their fitness through consistent participation in physical fitness and sports activities.

Each member of the "Achievers Club" should receive a promotional packet that includes an activity kit. This kit should list a wide range of traditional sports such as cycling, jogging, racquetball, swimming and tennis.

For example, since there is power in numbers, some of the most successful "Achievers" are those who exercise with a friend. Goals could be anything from providing another person with a personal fitness evaluation to sharing some motivational resources with them.

When an individual meets the specified requirement on the activity list, that employee will receive a certificate of achievement signed, in many cases, by the company president. Other incentives can also be used. Remember to stress that success is not based on where you start but by where you finish.

Once you identify the reasons why people are not participating, by simply planning a strategy including creative incentives, combined with sensitivity to nonusers' concerns, your program participation is sure to increase. 

*Cheryl Merckerson, NESRA Region IV Director, is the Executive Administrator, Lockheed Employee Recreation Association, Lockheed Space Operations Company, Titusville, Florida.*

# Early Retirement Incentives

by Marcia E. Goodman

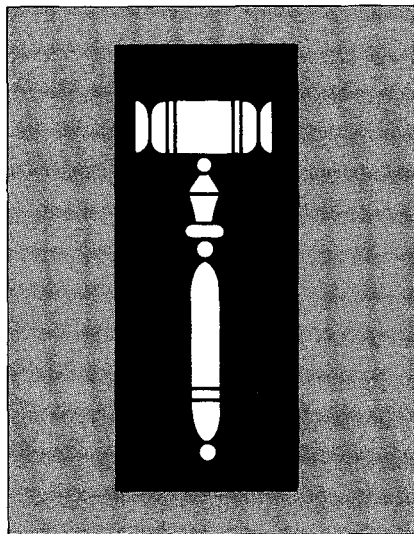
**F**rom 1970 to the mid-1980's, the number of Americans over 55 in the labor force has been steadily declining. In 1970, some 75 percent of American men ages 60-64 remained in the labor force, while by 1984 that number had decreased to approximately 56 percent. While not quite as striking, the trend for men between 55 and 59, as well as for women, has been away from the world of employment.

Companies experiencing economic difficulty in recent years have found that early retirement incentives can provide an effective and humane way to reduce the labor force, and thus reduce their labor costs. However, such a plan should not be undertaken without attention to the possible legal ramifications.

One important point that has come out of court decisions in the last few months is that early retirement incentives must be presented in such a way that the employees' acceptance of early retirement is *voluntary*.

Since March, 1987, two United States Courts of Appeal—The Second Circuit in New York and the Seventh Circuit in Chicago—have made it clear that an employer can be liable for age discrimination if employees who accepted early retirement incentives did not do so "voluntarily." The rationale, of course, is that, even if he receives a benefit for retiring early, an employee should not be forced to do so against his will.

The two courts took somewhat different approaches to the issue of voluntariness. In the Second Circuit case, *Paolillo v. Dresser Industries*, three former employees claimed that their acceptance of early retirement was involuntary because they were not given sufficient time to make the decision and



were thereby subjected to undue pressure to retire.

The court initially found that any early retirement program designed to encourage older employees to resign would constitute age discrimination unless the employer could demonstrate both a business justification for the program and that the employees' acceptance of it was purely voluntary. The burden would then rest upon the employer to show that the offer was non-discriminatory.

In June of this year, however, the court withdrew this harsh assessment of early retirement plans and placed the initial burden back on the employees to demonstrate that their acceptance of the plan was "involuntary."

There was evidence in the record that the employees had only been given some three days to make the choice between the jobs they had held for 15 to 30 years and the favorable retirement conditions they were offered. The court found this fact was enough to justify further in-

vestigation into whether or not the retirements were voluntary.

On the other hand, in the Seventh Circuit opinion—*Henn v. National Geographic Society*—the court was willing to assume that in most cases, individuals who accepted early retirement benefits did so voluntarily. The choice between the attractive early retirement benefits and continuing to work may be a difficult one, but, the court reasoned, the difficulty is due solely to the attractiveness of both options. A difficult choice is not necessarily an involuntary choice, the court ruled.

Under the Seventh Circuit's view, it is quite difficult for an employee to prove that his acceptance of early retirement benefits was involuntary. Such an employee must demonstrate that had he refused the early retirement option, he would have been either discharged or his working conditions made so intolerable that he would have no choice but to quit. Moreover, the employee would have to prove that the discharge would have been for age reasons, rather than performance or other reasons.

In the *Henn* case, the plaintiffs claimed that they chose early retirement because they feared a lack of job security. The court determined that these fears were due solely to the economic straits the company found itself in and the poor sales performance of the plaintiff salesmen. Accordingly, the court found that their acceptance of benefits was not motivated by fear of a discriminatory discharge, and was therefore voluntary.

The *Henn* decision draws much clearer lines for employers to follow than does the *Paolillo* decision. It is to be hoped that when other courts face these issues, they will agree with the

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## LEGAL


common-sense outlook of the Seventh Circuit.

It is interesting that until recently, challenges to early retirement incentive plans came primarily from employees who wanted the incentives but were ineligible for them. Such challenges may take a variety of forms.

For instance, special early retirement benefits may be offered only during a certain "window period" or series of "window periods." Under such a system, those who choose early retirement after "x" date and before "y" date will receive a special benefit. After "y" date, these benefits are no longer available.

Employees who miss the eligibility dates, particularly where the incentive has been offered repeatedly, may claim that they were improperly denied the chance to obtain such benefits. Employees may also dispute the interpretation of eligibility requirements. In addition, where incentives are limited to employees over a certain age, employees may claim age discrimination.

Finally, various Employee Retirement Income Security Act provisions (dealing with employee pensions) may apply to regulate the terms and availability of early retirement plans. If the employees who accept the early retirement offer are highly compensated or if the employees who remain active participants in the employer's retirement plan are more highly compensated, problems may arise in retaining tax qualified status for the retirement plan.

It behooves employers to think ahead when implementing an early retirement incentive plan, in order to fully study the effects of such a plan on existing benefit plans, to consider possible challenges to the terms of the plan, and to give their employees enough time and enough information to fully consider the choice before them. 

*Marcia E. Goodman is a lawyer with the firm of Kovar, Nelson & Brittain in Chicago, Illinois. The firm specializes in representing management in all legal matters pertaining to labor-management and employee relations.*

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# ASSOCIATE NEWS

## **BOARDWALK AND BASEBALL**

P.O. Box 800 (I-4 and US 27,  
Baseball City)

Orlando, FL 32802  
(800) 367-2249 (in FL)  
(800) 826-1939  
Contact: Karen Hardy

Boardwalk and Baseball, Central Florida's newest attraction, features 30 rides, live shows, entertainment, baseball and much more. It offers several options for companies promoting discounts to their employees: discount club, catered picnics, company outings, and discount days.

## **COURT PRODUCTS, INC.**

1500 Old Deerfield Road  
Highland Park, IL 60035  
(312) 831-5700 (in IL)  
(800) 323-9388  
Contact: Todd Stetson

Court Products offers NESRA member companies customized and branded athletic apparel for company identification in sports programs, meetings, etc. Athletic equipment for recreation and fitness programs is also available. NESRA members are offered quantity discounts.

## **HYATT REGENCY DFW**

P.O. Box 619014, International  
Parkway  
DFW Airport, TX 75261-9014  
(214) 453-8400  
Contact: Andy Totin

Hyatt Regency DFW operates 1,400 sleeping rooms, 152,000 gross square feet of banquet/meeting space, 77 meeting rooms, 45,000 gross square feet of exhibit space. It also provides visitors with two 18-hole golf courses, ten racquetball courts, eight tennis courts, a swimming pool and an on-site health facility. Special discount packages are available.

## **KISSIMMEE-ST. CLOUD CONVENTION & VISITORS BUREAU**

P.O. Box 2007  
Kissimmee, FL 32742-2007

(305) 847-5000  
Contact: Lori Mirra

Kissimmee-St. Cloud Convention & Visitors Bureau is a full-service destination promotion agency representing 115 hotels and 30 campgrounds in Central Florida. NESRA members are offered significant discount prices from September to November during their "Great Fall Getaway" program.

## **NATIONAL GOLD AND SILVER, INC.**

10 Selden St.  
Woodbridge, CT 06525  
(203) 387-0133  
Contact: Charles Winn

National Gold and Silver, Inc. is a manufacturer of 14kt. gold and sterling silver products. NESRA members are offered a 25 percent discount off retail prices.

## **NATIONAL PUBLISHERS' SERVICE**

201 North Robertson, Suite G  
Beverly Hills, CA 90211  
(213) 278-1141  
Contact: William Figilis

National Publishers' Service offers subscription discounts on business magazines to NESRA member companies.

## **SHEER ILLUSION HOSIERY**

Box 27106  
Minneapolis, MN 55427  
(612) 593-1988  
Contact: Charles A. Downs

Sheer Illusion Hosiery, a distributor of hosiery, provides 50 percent off fully-guaranteed hosiery. Employees can order hosiery in quantities of four which will be delivered to their home at no additional shipping cost.

## **SHERATON MARTINSBURG INN**

301 Foxcroft Ave.  
Martinsburg, WV 25401  
(304) 267-5500  
Contact: John E. McVey

Sheraton Martinsburg Inn, which received a four diamond rating from AAA, offers a hotel/conference center with full sports club facilities, featuring tennis, Nautilus center and more. A 20 percent discount is available.

## **SHERATON-TWIN TOWERS**

5780 Major Blvd.  
Orlando, FL 32819  
(305) 351-1000  
Contact: Aubrey Winner

Sheraton-Twin Towers offers NESRA members special packages with free bus transportation, and discounts on convention and meeting room facilities.

## **SOC-N-POC CORPORATION**

717 Brea Canyon Rd., Suite 12  
Walnut, CA 91789  
(714) 595-9540  
Contact: Manuel L. Townes

Soc-n-Poc offers socks with pockets on the outside. The nylon pocket is 3-inches by 2 $\frac{3}{8}$ -inches with a velcro closure for storage of keys, I.D.s and cash. These pockets can be imprinted with company logos and used for special events, team sponsorships, and fund-raising. A wholesale discount is available.

## **TRANS GLOBAL TOURS**

8200 Normandale Blvd., Suite 504  
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(612) 831-1980  
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(800) 328-6264  
Contact: Karen Martens

Trans Global Tours offers domestic and international tour packages to popular destinations. Caribbean Cruise offerings include unique itineraries and numerous ports of call. Savings can range from 10 to 30 percent lower than competitors' prices on these and other tours.

## **Please Note:**

The contact for the **Apparel Broker, Inc.**, listed in the July, 1987 Associate News column, should be Bernard Krantz, 750 Big Shanty Road, Box 31, Kennesaw, GA 30144, (404) 421-1212.

# NETWORK

## REGION I

**\*Connecticut Employee Service and Recreation Association/Hartford, Connecticut.** Contact Dennis Mullen—(203) 565-6236.

**Industrial Recreation Directors Association of New York/New York, New York.** Contact Gloria Roque—(212) 887-6043.

**Massachusetts Association for Recreation and Employee Services/Boston, Massachusetts.** Contact Joanne Haynie—(617) 391-2421.

**Rochester Area Recreation and Employee Services Association/Rochester, New York.** Contact Ann Derhammer—(716) 288-2580.

## REGION II

**Central Ohio Employee Services and Recreation Association/Columbus, Ohio.** Contact Kathy Hall—(614) 225-8444.

**Cincinnati Association for the Promotion of Employee Recreation and Services/Cincinnati, Ohio.** Contact Evelyn Sandlin—(513) 369-7777 or 369-7740.

**Cleveland Employee Services Association/Cleveland, Ohio.** Contact Ellen Kynkor—(216) 575-2510.

**(1987 Chapter Merit Award Winner)**

**Dayton Industrial Athletic Association/Dayton, Ohio.** Contact Raymond M. Rakar—(513) 455-4693.

**Erie Recreation Services Association/Erie, Pennsylvania.** Contact Tom Whitford—(814) 456-8511.

**League of Federal Recreation Associations/Washington, D.C.** Contact Clayton Cochran—(202) 233-3113.

**Philadelphia Association for Employee Recreation & Services/Philadelphia, Pennsylvania.** Contact James Alexander—(609) 547-8284.

**(1987 Superior Chapter Award Winner)**

**\*Warren and Youngstown Employee Services/Warren, Ohio.** Contact Gary Holby—(216) 783-2860.

**Washington Area Recreation and Employee Services Council/Washington, D.C.,** Contact Elise Auldridge—(301) 681-4183.

## REGION III

**Chicago Association for Recreation and Employee Services/Chicago, Illinois.** Contact Britta Mansfield—(312) 289-9250.

**Michigan Employee Services and Recreation Association/Detroit, Michigan.** Contact Gary Roehl—(313) 496-5773.

**Northern Indiana Employee Services and Recreation/Warsaw, Indiana.** Contact Betty Atchison—(219) 267-9389.

## REGION IV

**\*Central Florida Employee Services and Recreation Association/Orlando, Florida.** Contact Ronald Ribaric—(305) 356-3365.

**Central Savannah River Area Employee Services and Recreation Association/Augusta, Georgia.** Contact Don Strosnider—(803) 725-1565.

**Nashville Area Employee Services and Recreation Association/Nashville, Tennessee.** Contact: Bebe Holland—(615) 361-2475.

**\*Northeast Florida Employee Services Association/Jacksonville, Florida.** Contact Dr. William H. Tomlinson—(904) 646-2781.

## REGION V

**Minnesota Employee Recreation and Services Council/St. Paul, Minnesota.** Contact Sue Shepherd—(612) 729-6097.

**(1987 Superior Chapter Award Winner)**

## REGION VI

**Denver Area Employee Services and Recreation Association/Denver, Colorado.** Contact Lori Sharp—(303) 977-6750.

**Gateway Association for Recreation and Employee Services/St. Louis, Missouri.** Contact Joe Bitner—(314) 232-2336.

**Metro Employees Recreation Chapter/Houston, Texas.** Contact Dan Bush—(713) 880-6627.

**Metroplex Regional Council of Dallas-Ft. Worth/Dallas and Ft. Worth, Texas.** Contact Bob Brown—(214) 457-5997.

**San Antonio Corporate Recreation Association/San Antonio, Texas.** Contact Pamela Panszczy—(512) 821-3033.

## REGION VII

**Associated Industrial Recreation Council/Burbank, California.** Contact Carl Nicchitta—(818) 843-2858.

**Central Coast Industrial Recreation Council/Santa Cruz, California.** Contact Sandy Petznick—(408) 722-4116.

**Employee Services and Recreation Inland Empire/Riverside and San Bernadino, California.** Contact Russ Drew—(714) 795-1502.

**Employee Service and Recreation Orange County/Orange County, California.** Contact Phyllis Smith—(714) 732-2432.

**Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California.** Contact Dave Baker—(213) 333-5693.

**Industrial Recreation Council of Greater Phoenix/Phoenix, Arizona.** Contact Olivia Heleniak—(602) 894-7274.

**Industrial Recreation Council of Southern Arizona/Tucson, Arizona.** Contact Robin A. Nagore—(602) 791-5298.

**Oakland Association for Recreation and Employee Services/Oakland, California.** Contact Charlene Buchanan—(415) 273-3896.  
**(1987 Chapter Merit Award Winner)**

**San Diego Industrial Recreation Council/San Diego, California.** Contact Tom Abbas—(619) 543-1296.

**Seattle Employee Services and Recreation Association/Seattle, Washington.** Contact Doreen Cato—(206) 464-4415.

**Tri-County Industrial Recreation Council/Santa Clara, California.** Contact Virginia Kiepert—(408) 742-5758.

**\*Chartered in 1987**

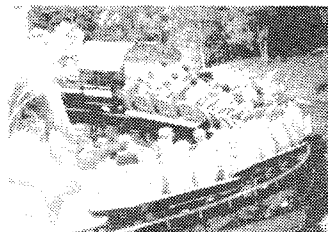
## CONFERENCES & EXHIBITS

**The 1988 NESRA Conference and Exhibit** will be held May 11-15, at the Buena Vista Palace in Orlando, Florida. For more information, contact NESRA headquarters—(312) 562-8130.

**September 23-27, 1987. NESRA Region VII Conference and Exhibit.** Westin Hotel, Seattle, Washington. Contact Darrell Gosh—(206) 464-2385.

**October 15-17, 1987. NESRA Region I Conference and Exhibit.** Rochester Plaza, Rochester, New York. Contact Scott Baker—(716) 422-4101.

**October 29-31, 1987. NESRA Region VI Conference and Exhibit.** La Mansion Del Rio, San Antonio, Texas. Contact Tamra Torres—(214) 462-4265.



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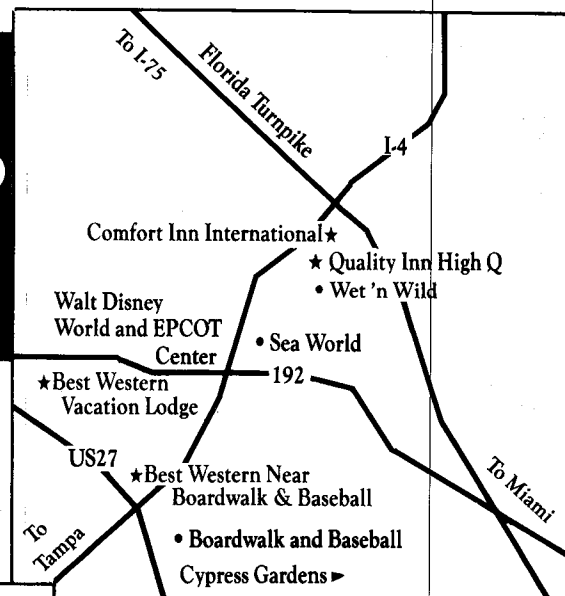
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PER PERSON RATES:	EXTRA NIGHT ROOM ONLY	
Single	\$202	Single/Double \$32
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- 3 day Magic Kingdom/EPCOT passport, including 3 days' admission to both the Magic Kingdom and EPCOT Center, unlimited use of attractions, and unlimited use of the Walt Disney World transportation system
- Welcome cocktail upon arrival
- Discount coupons to other area attractions
- Optional Rent-A-Car

PER PERSON RATES:	EXTRA NIGHT ROOM ONLY	
Single	\$219	Single/Double \$33
Double	\$162	per room
Additional Adult	\$125	Triple per room \$38
Child (3-12)	\$80	Quad per room \$43
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- Breakfast each morning
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- Welcome cocktail upon arrival
- Discount coupons to other area attractions
- Optional Rent-A-Car

PER PERSON RATES:	EXTRA NIGHT ROOM ONLY	
Single	\$201	Single/Double \$28
Double	\$144	per room
Additional Adult	\$111	Triple per room \$33
Child (3-12)	\$69	Quad per room \$38
Junior (13-17)	\$90	

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\*All packages include taxes and gratuities except luggage handling. Prices subject to change. Subject to space availability.  
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Best Western Near Boardwalk and Baseball 1-800-237-5650 Nationwide, 1-800-282-1573 Florida.

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- Welcome cocktail upon arrival
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PER PERSON RATES:	EXTRA NIGHT ROOM ONLY	
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Double	\$143	per room
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# Employee Services

JOURNAL OF EMPLOYEE RECREATION

Management

HEALTH AND EDUCATION

OCTOBER 1987

**THEME PARKS:**  
*Beyond the Discount Card*



# NESRA

## Services and Activities

### Purpose

The National Employee Services and Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of employee services and recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' programs, to form new programs and to keep members abreast of all developments in the field.

### Services and Activities

**EMPLOYEE SERVICES MANAGEMENT**—Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make employee services and recreation programs more successful.

**Periodicals**—In addition to *EMPLOYEE SERVICES MANAGEMENT*, *Keynotes*, a newsletter of program ideas, is published for members.

**Consultation Service**—NESRA consultants, staff, past presidents and Association members are available for consultation or speaking engagements.

**National and Regional Con-tests**—Five are conducted annually to stimulate participation in the employee programs. The amateur events are primarily postal and can be conducted at the member location or nearby.

**Membership Directory**—A complete listing of the NESRA membership published annually includes telephone numbers and addresses.



**Awards**—Given annually for outstanding member leadership and achievement in areas of employee services and recreation administration and programming; for outstanding overall programs and for specific activities. NESRA also presents special top management honors.

**Conferences & Workshops**—NESRA's Annual International Conference and Exhibit, open to all NESRA members, is where educational sessions and seminars are conducted. Regional conferences and exhibits are also conducted for educational purposes near a member's location.

**Certification Program**—NESRA certifies employee services and recreation administrators and leaders after they successfully complete the Certified Employee Services & Recreation Administrator/Leader requirements.

**Employment Services**—Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and search service offers referral of candidates for recreational positions.

**Intern Program**—Upper level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or part-time basis.

**Research Foundation, Reports**—NESRA and the NESRA Education and Research Foundation develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted cover all phases of employee recreational activities. The studies enable members to evaluate their programs and to keep informed of trends.

### Types of Membership

**General**—Available to persons representing business and governmental organizations that are responsibly engaged in the field of employee services and recreation, personnel, human resources, employee relations, employee fitness and health and leaders of employee services/recreation associations.

**Associate**—Available to companies, trade associations and other business organizations and enterprises, dealing in products and/or services, which wish to establish a relationship with the Association and its members, for mutual benefit, or to contribute to the development and enhancement of employee services/recreation projects or programs.

**Chapter**—Available to any Chapter and its membership based upon 100% affiliation.

**Academic**—Available to institutions with schools of business, recreation, leisure studies and physical education interested in the field of employee services and recreation.

**Student**—Available to individuals attending a college or university who are interested in the field of employee services and recreation.

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Journal of the National Employee Services and Recreation Association, a nonprofit organization with international membership, dedicated to the principle that employee services recreation and fitness programs are essential to effective human resources management.



## Hiking Gains Popularity

About 35 million people are hikers, according to the 1986 National Trails Assessment, prepared by the National Park Service. Of that number, 9 million are backpackers and 26 million are day-hikers, *U.S.A. Today* reports.

Hiking has become a popular activity because it is excellent exercise, it is economical, it can allow the trekker to experience solitude or camaraderie, it can be fun for children, and it can be challenging.

One of the benefits of hiking as an exercise is that it takes no training. To be most beneficial, the August/September, 1987 issue of *Your Health & Fitness* suggests hiking should be done briskly, just to the point where you begin to breathe hard.

Your posture should remain upright, and the knees should come nearly

straight at each step. A full, spirited stride, with arms moving briskly in counter rhythm, is the secret of good hiking.

When hiking downhill, slow your pace and bend slightly forward at the waist to avoid excessive strain on the knees.

When planning hiking trips, consider the following tips:

- Always hike with at least one other person.
- Choose well-marked trails.
- Notify a park ranger or another hiker where and when you expect to finish the hike.
- Take a detailed map and compass. For a long hike, add a guidebook of the trail, binoculars and a safety kit.
- Wear sturdy ankle-high hiking boots with leather uppers and synthetic soles. Also wear two pairs

of wool socks and loose cotton or wool clothing. Polypropylene tops and tights retain body heat even when wet.

## Public Transit Becoming Employer Subsidy

According to the *Wall Street Journal*, more firms pay all or part of employee subway or bus costs. Everything except \$15 a month of this assistance is a taxable worker benefit; although parking fees are not taxed.

In Rosslyn, Virginia, one consulting firm grants up to \$100 per month in transit aid. In Houston, a management firm pays for all bus-ride costs and a bank in San Antonio provides a 50 percent bus-fare discount.

An insurance company in Chicago sells bus passes to 700 employees for \$13 off the standard price; and to un-

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## NEWS IN BRIEF

clog its parking lot, an electronics firm in Palo Alto, California, pays 25 percent of transit tickets.

These are just a few of many firms offering the same type of benefit.

### Jobs More Secure in 88 Or Not

Because many businesses are already lean and mean, the worst may be over in terms of job cuts, *U.S.A. Today* reports.

Just 17.4 percent of 1,134 companies surveyed in July by the American Management Association planned to eliminate jobs in the next year. However, 45 percent reported that they had cut jobs in the previous 18 months.

Although these statistics indicate a slowing of cuts that eliminated more than 600,000 executive jobs since 1984, and over 1 million manufacturing jobs since 1980, some workers may still be vulnerable, i.e., those in the midst of mergers or acquisitions.

Also, because the 17.4 percent figure reflects only those who know what they'll be doing, it is likely that more than 17.4 percent of the companies surveyed will eliminate jobs.

In addition, one investment firm reports that 23 percent of 250 *Fortune* 500 CEOs and corporate financial officers it surveyed in June said it's very likely their companies will soon restructure.

### Over-50 Runners More Healthy

Runners more than 50 years old had less physical disability than non-runners the same age and were generally more healthy, according to the results of a study by researchers at the Stanford University School of Medicine.

The runners also had better cardiovascular fitness, weighed less and visited physicians less frequently. However, one-third of the visits made by runners to physicians were for running-related injuries in the same age group. Runners ran an average of 27 miles a

week and had been running at that rate for an average of 11 years.

Dr. Nancy E. Lane and associates reported on the study in the April issue of "The American Journal of Medicine." Lane is a clinical instructor of medicine at Stanford and a researcher at the Stanford Arthritis Center.

In a report a year ago on a sub-group of the study participants, a clinical instructor found that the runners had greater bone density than the non-runners and that there was no evidence to link running with the development of osteoarthritis.

The new report was based on a self-



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analysis by study participants of their health at the time the research project began. Although the runners reported less musculoskeletal disability, neither group had many candidates for serious disability because the mean age was only 57—young for musculoskeletal disability to show up. But musculoskeletal disability may increase because such disability is the result of age and the research is intended to continue for eight to 10 years.

Participants were asked a series of questions about their health, including their blood pressure, heart rates, medical problems and evaluations on the "Disability-30" index—in which they compared their ability to perform certain tasks at the age of 30 with their present ability.

The results were markedly different in some areas, only marginal in others. For example, runners missed only an

average of 1.5 days of work because of illness each year, while non-runners missed almost three times as many at 4.4 days. In women, the difference was even more striking, approximately two missed days for runners vs. 11 for non-runners.

## New Age Training for Managers

Thumb-wrestling, jumping in place, sitting on others' laps and stretching out on the floor are a few of the New Age training techniques for corporate managers, *U.S.A. Today* reports. The above exercises teach that it's all right to have silly fun, but the purpose of New Age training is to introduce the "whole person" concept with the basic lesson being self-esteem.

Most speakers start with positive thinking and "feel-good" psychology

lessons, then they throw in workplace references to help participants apply what they've learned. Other training tactics include lectures and workshops on motivating and handling problems.

Though this kind of training appears to be similar to the "60s mentality," it is in vogue because there is a conviction that managers have been doing something wrong in the way they relate to their company or in the way they do their jobs, according to Jack Gordon, editor of *Training* trade magazine. "That opens up an interest in attitude vs. job skills," he said.

New Age training is a big business and variations of it have been used in large companies such as General Electric in New York, and Boeing in Seattle.

Although business is booming for New Agers, some people think the concept is a fad, and companies don't want

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to miss out on something that might work. More serious complaints claim that psychological techniques are being used by non-professionals.

Still, many who have tried New Age training believe that the courses were worth the money; and many companies continue to pursue this trend in management.

### Employers Ask For Proof

Some employers are tightening their job screening methods by requiring candidates to submit their last W-2 form and a college transcript, according to James E. Challenger, president of a Chicago-based international outplacement consulting firm.

"With more and more companies only willing to acknowledge that the person was employed, it is becoming increasingly difficult for employers to

determine if the truth is being told about two key questions, salary and education," Challenger said.

"And in the wake of what seems to be an epidemic of half-truths, they are asking for proof up-front before a hiring commitment is made."

While the college transcript applies not only to the entry and lower level worker, the W-2 may well apply in some senior management interviews, says Challenger. "The matters of income and education are basic to the qualifications of the experienced manager as well as the newcomer to the job market. In many cases, the type and quality of education is critical to the individual's ability to perform a job in technical or specialized areas," he points out.

"With the increasing pressures of work market competition, the margins for error in hiring are being sharply

reduced. Companies must screen job applicants even more carefully than before, since one wrong decision may adversely affect a firm's entire economic well-being," he says.

### More Companies Offer Child-Care Benefits

Approximately 2,300 employers, excluding hospitals, now give some type of child-care assistance, according to the September, 1987 issue of *Inc.*

The following are some of the options being used:

- **Consortiums:** Possibly the wave of the future, consortiums are formed by companies pooling their resources to provide a day-care center for their employees. By setting up the center as a separate entity, often nonprofit, and contracting out the management, companies are free from liability and the



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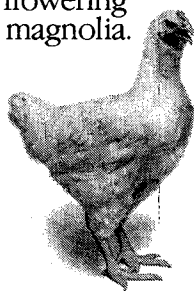
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responsibility of running the center.

- Resource and referral: Companies pay a local agency a tax-deductible fee which usually ranges from \$4 to \$15 per total number of employees, or \$60 to \$100 per referral. Employees deal directly with the agency to meet their individual child-care needs.

- Salary-reduction plans: The most common and least expensive type of assistance, salary-reduction plans allow employees to put aside up to \$5,000 in pre-tax dollars. They then draw on this money during the course of one year to be reimbursed for child-care expenses.

- Reimbursements: Tax-deductible payments that can either be paid directly to the child-care provider, or paid to the employee for an agreed upon amount are termed reimbursements. Fewer than 150 companies provide this type of assistance.

### Olive Oil Benefits The Heart

A group of men who participated in a Stanford research project appeared to benefit from relatively large concentrations of the main component of olive oil, monounsaturated fats.

In a study published in the June 19 issue of the "Journal of the American Medical Association," the researchers concluded that higher intakes of monounsaturated fats were associated with lower blood pressure—proven in many other studies to benefit the heart—without producing ill effects.

However, experts caution against drawing any widespread conclusions from the study which involved 76 healthy men aged 30 to 55. The study does not indicate that people should consume as much olive oil as possible, but the work might appropriately encourage someone to select olive oil over an alternative oil not high in monounsaturated or polyunsaturated fats.

Also shown by the researchers was that polyunsaturated oils, which include such products as safflower oil did not necessarily lower blood pressure when other factors were taken into ac-

count. Polyunsaturated oils are generally considered healthier particularly in relation to such factors as blood cholesterol, than such saturated fats as lard.

Dr. Paul T. Williams, a biostatistician and principal author of the current report, said this study may be one of the first times that the effects of monounsaturated fats on blood pressure have ever been studied in the context of the American diet. Previous efforts have shown a lowering of blood pressure on Indians on a very low fat diet, and a lowering of blood cholesterol in clinical trials. Also, Mediterranean populations where olive oil is a major dietary factor have low incidences of heart disease.

### Video Resumes for Corporate Job-Seekers

Corporate job-seekers, including engineers and marketers, are beginning to supplement paper resumes with video resumes, according to the August 17, 1987 issue of *Insight*.

Primarily a tool for television reporters and entertainers, video resumes allow personality and presentation skills to be observed. One video resume firm will tape and edit an interview with the client, and provide the master tape and six copies for \$340. Paper resume firms are also beginning to expand their services to include video resumes.

Some firms use video interviewing as a recruiting tool, but consider video resumes a gimmick. In the past two years, 6,000 video interviews have been conducted for some 330 companies by Corporate Interviewing Network, a firm based in Fort Lauderdale, Florida, with 24 offices nationwide.

Basically the client provides the network with a list of candidates to be interviewed and questions to be asked.

One client who ordered nearly 100 interviews to fill 12 positions said, "When we are recruiting nationally and we can narrow the candidate field from six or eight people to two or three without bringing them in, that represents considerable savings."



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# Build a Better Adult Trap— Getting Adults into Theme Parks

by Michael A. Blazey

**C**otton candy, roller coasters, merry-go-rounds and arcade games . . . Although the two words *theme parks* are likely to conjure up these childhood memories, the modern amusement park no longer caters just to children.

The number of children as a proportion of the population has declined and the largest group of former children, the "baby-boomers," has aged. The result is that theme parks increasingly have sought to attract and entertain more mature visitors. The Magic Kingdom at Walt Disney World which estimates that only one in four visitors is a child has been extremely successful in this endeavor.

Realizing that adults represent a large market and that they must be encouraged to become repeat visitors, many theme parks have developed attractions for the mature crowd.

Accommodations for the older visitor make theme parks exciting places for organizational outings. In fact, the parks typically encourage "company days." Traditionally, these events were designed for families with younger children, but as the times have changed, the parks have sought to offer activities which will appeal to a wider spectrum of life stages. Employee recreation planners need to make similar adaptations in how they plan and promote group visits to theme parks.

## THE HISTORY

The place to begin in understanding theme parks and their appeal to adults is in history. In a very real sense, modern theme parks are a product of mass transportation. Several of the parks, such as Coney Island and Cedar Point in Sandusky, Ohio, can trace their roots back to the "trolley parks" of the late nineteenth century. These early amusement parks were developed by the transit companies to encourage ridership during the less busy weekends. The usual location for such end-of-the-line entertainment centers was several miles from the city center, near a river or lake. The target market for these parks was the city-bound transit riders who were looking for escape from their urban environment. The mass ownership of automobiles was principally responsible for the decline of such amusement parks as the family could pack up and travel to the countryside on their own.

More recently, the land on which the parks were situated became more valuable when developed for shopping centers or condominiums and the parks have disappeared rapidly from the landscape. The transition from the smaller, local amusement parks to the large, regional superparks of the present era originated with the opening of Disneyland in 1955.

The Disney concept was to provide sophisticated entertainment in an atmosphere of cleanliness, friendliness, and courtesy. Disney's idealized park was born from a desire to take his daughters to an amusement park devoid of the unsavory carnival atmosphere. Disney realized that no park could succeed if it appealed only to children. In reference to his park, Disney stated, "Everyone's a kid at heart—all you have to do is let him find a way to be one." That formula for success led to a second park in Florida, a permanent world's fair (EPCOT Center), a Tokyo Disneyland, and the soon-to-be-opened Euro-Disneyland in France. There can be little doubt that the organization built around Disney's mouse had set a most appealing and lucrative adult trap.

If imitation is the highest form of compliment, then the Disney organization has been complimented time and time again. By 1981, 28 major regional theme parks had been opened throughout the United States with such recognizable names as Great America, Six Flags, and Busch Gardens. Generally known for their white-knuckle thrill rides, these parks have also tried to bring out the kid in the adult.

## THE APPEAL

What is it about a theme park that will attract adults and keep them coming back time and time again? Russell Nye has written in the *Journal of Popular Culture* that there are several aspects of the theme park experience which appeal to the adult. Among these aspects are that the park is an alternative world to that found in daily life where fantasy, escape, spectacle, and "riskless" risk can be experienced. They are also an extension of the backyard outing or family picnic. While each of these aspects may lure the adult to the park spectacle, "riskless" risk and the extension of the backyard outing may be the most enticing.

Theme parks are considered to be noisy, colorful places which are full of action and motion. Frequently this action takes the form of such spectacles as parades, street shows, wandering minstrels, motion pictures, fireworks displays, and a variety of stage entertainment.

In recent years, theme park operators have endeavored to schedule a variety of entertainment such that the repeat visitor will find something new on each visit. Stage shows are changed regularly and big name entertainers are featured throughout the season. Spectacle of this type makes admission an especially good value as the visitor gets show tickets along with the regular park fee.

The concept of "riskless" risk is especially appropriate for theme parks. Modern rides have impressive safety records, which contribute to the guests' feeling of security while being spun, dropped, propelled, and in some cases drenched. The high-tech rides of the 80's now allow the passenger the thrill of remaining standing while hurling along the roller coaster track or taking part in an intergalactic battle. Here is a place where one can ride an elevator to the top of an eight-story building and then have the brakes fail, only to ride safely to a halt after several heart-stopping seconds of free fall. It has been assumed that only the younger visitors are attracted by such activities, but this is simply not true.

Theme parks continue to offer attractive places for families to be together. Children, parents, and grandparents often make a family visit to the park as the attractions seem to cut across the generations. In one study of older persons visiting theme parks, it was found that 92 percent of the visitors came in family groups.

Theme parks are places where individual family members can pursue their own interests, but the family can still be together from time to time during the day. Most parks have only one entrance/exit gate allowing for a final meeting place at the designated departure time. The result is that families can split up and then reconvene at the designated time and place.

Because theme parks are safe, well-patrolled areas, parents can allow their older children a measure of freedom. This aspect of the park is particularly appealing to parents who wish to give reign to their children yet feel confident that they will be looked after. Children, on the other hand, relish the opportunity to make decisions and take action independently of adult supervision.



## OLDER ADULT VISITORS

But what about the adults? What do they do while they are in the theme park? Knowing how adults behave in this setting is useful in planning excursions. The following material is based on an investigation of theme park visitation by persons age 55 and older. While this population is somewhat older than the average working adult, the findings are applicable to older workers, pre-retirees, and retirees. Additionally, this group is likely to have children and/or grandchildren allowing an analysis of two-and-three-generation family outings. Finally, the findings of this investigation were made publicly available, a rarity in an industry which guards its research findings zealously.

One might anticipate that the primary motivation for older adults to visit theme parks is to accompany family members; however, the findings contradicted this presumption.

Accompanying someone else does play a role, but a personal interest in visiting the park was equally likely to bring adults through the gates. Curiosity, a desire to visit on a repeat basis, and an opportunity to get away were frequently indicated as the reasons for visiting.

The only park attraction which consistently influenced the decision to visit was the shows. Accordingly, theme park excursion planners might want to give strong consideration to the entertainment tastes of their clients. Promotional efforts could focus on the headliner entertainment as well as emphasizing the unique characteristics of the park. Still, one-half of the adult visitors were part of a family outing and such opportunities continue to be stressed.

The majority of theme parks operate on an all-inclusive admission price. This appeared to be one of the most satisfying aspects of the visit for older adults. The perception of an exceptional entertainment value seemed very important and could be stressed when communicating such outings to prospective participants.

What about theme park rides? Are they attractive to adults? Before answering this question it might be advisable to consider just what kinds of rides are available in the



T H E M E P A R K S  
typical theme park. Roller coasters, from the traditional wooden frame types to the modern looping variety have been classified as high-thrill rides. A step down are the moderate-thrill rides, which include the many high speed circular and flume rides. Potential thrill rides such as the ferris wheel and gondola are dependent upon the rider's fear of heights.

Passive rides traditionally have been developed for young children, providing thrills for them. Chief among this group of rides is the carousel. Finally, most parks include a group of activities classified as participatory attractions. These activities require the participant to take an active role and include paddle boats and turnpikes.

Riding on the various theme park attractions definitely was a part of the experience for older adults; however, the findings revealed that only a few, principally passive rides, were appealing. Most adults rode on between one and five rides, but just under one-fourth rode on a high-thrill ride. Similarly, moderate-thrill rides were ridden by only 40 percent. The bulk of ridership occurred on potential thrill and passive rides. For a few individuals, the theme park's "riskless" risk is a real deal.

Frequently, adults will go on a thrill ride with their children and grandchildren to assure themselves that the ride is safe and that the child can handle it on their own. Then the adult will allow the child to ride unattended. Rather than promoting theme park outings by highlighting the thrill rides, planners might better indicate some of the other attractions of interest to adults.

As indicated previously, spectacle in the form of shows, parades, and the like are a large component of the theme park activities. Adults will flock to such entertainment. Better than six in every ten older adult visitors questioned attended one or more of the available shows. The most popular of the shows were those which featured headline performers or animals.

For adults, entertainment seemed to be much more important than the opportunity to be thrilled by "riskless" risk. A genuine entertainment value appeared to be the most appealing aspect of a theme park visit. This was true regardless of whether one is on a family outing or is visiting the park with a group of other adults.

Planners of excursions to theme parks should give strong consideration to the types of entertainment scheduled during the season and attempt to lock in a date during a performance which has wide appeal. The shows seem to be more important to older adults than the high-powered thrill rides.

Additionally, adults are price conscious and will respond readily to a genuine entertainment value. Finally, theme parks are an exceptionally good place for family outings. They are places where children, parents, and grandparents all are likely to find something of interest. Stressing entertainment, value for the dollar, and family activity is a sure-fire combination for successful promotion.



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Michael A. Blazey, Ph.D., currently serves as an assistant professor of leisure studies at Washington State University, Pullman, Washington. His primary research interest is in the area of travel and tourism.

## High-Tech Attractions

Theme parks are engaged in a high-stakes battle to capture the imagination of an increasingly media-wise and computer-literate public, the *Wall Street Journal* reports.

As a result, more high-tech, expensive rides and attractions have been unveiled by the nation's large amusement and theme parks.

Because of T.V. and space-adventure movies, the public is quite sophisticated regarding entertainment. Rather than a two-minute roller-coaster ride, people want to enter "another world."

Although providing elaborate, novel attractions is a way to generate repeat visits by local people, spending on these new attractions reflects the health of the industry. Last year theme park visitors increased to nearly 215 million from over 170 million, ten years ago.

Above all, the high-tech attractions represent the growing adult market and the fact that adults are participating more rather than sitting on benches.

Many parks feel the need to keep up with the computer age, which is taking over.

Disneyland's Star Tours is one example of an attraction that industry analysts expect will usher in a new era of theme park attractions with flexible technology.

The ride makes passengers feel as if they're flying, due to the combination of a giant aircraft simulator (in motion) and film of a galaxy whizzing by. The ride is designed to provide many different shows through quick changes in software.

Many officials say further innovations will include "interactive" rides on which visitors will be able to choose among several alternatives for different experiences by pushing a button or pulling a lever on each ride.

Many park spokesmen agree that the main purpose of new technology is to allow visitors to have more participation and control.

# Beyond the Discount Card:

## *A Guide to Theme Park Special Services*



*Company picnic festivities hop along at Geauga Lake—Funtime, Inc.*

The following information was gathered through telephone interviews with NESRA theme park associate members who were asked to describe what special services are available to NESRA corporate members. A brief description of some of the categories/questions asked should assist in understanding the responses given.

The information listed under *company picnics* pertains to facilities and services available during the theme park's open season, unless stated otherwise.

In the *off-season* category, parks were asked what services are available during the months the park is closed.

The *private-party* section generally pertains to buy outs (the entire park or just a portion is rented for a group) or mix-ins (a group is offered a discount rate when visiting the park with the public) for a day or weekend.

The *before hours* category lists information regarding corporate breakfasts and seminars. The after-hours events listed tend to overlap with the private party information because some buy outs are only permitted after hours.

The subject of *entertainment* has been included to learn what entertainment is available to groups within the parks and also what entertainers can be contracted out to perform at company events.

The *theme party* category was created to find out what theme parks will assist in planning corporate theme parties or whether use of their props and scenery is permitted.

With this in mind, discover what theme park services are available "beyond the discount card."

## Boardwalk and Baseball

P.O. Box 800  
Orlando, FL 32802  
Contact: Karen Hardy  
813-424-2424

**Company Picnics:** The sales office can arrange for your group to have a greeting at the front gate, allow you to enjoy the park for some time and then reserve a pavilion in which a barbecue can be catered. The pavilion, which can accommodate up to 1,500 at one sitting can be divided to serve more than one group at a time. Serving hours can be staggered to accommodate larger groups.

Companies may opt to have a baseball card made for each person, depending upon the size of the group. During picnics, companies have used the park's baseball diamonds to play softball.

**Off-Season:** The park is open all year.

**Private Parties:** Buy outs will be considered for large groups depending upon season, otherwise the park will remain accessible to the public. Mix-ins at a discount are common.

**Before Hours:** Boardwalk and Baseball has scheduled breakfast meetings on their facilities. A full menu is offered through their food service.

**After Hours:** No after-hours activities have been planned at this time, but the park has extended hours to midnight on weekends and throughout the summer season.

**Behind-the-Scene Tours:** The facilities do not warrant behind-the-scene tours.

*Tours:* In-depth tours are available to groups upon request. They explain all facilities and touch upon the history of baseball.

**Entertainment: On Premises—**Examples of the park's entertainment include; a show based on how Colorado became a state, a magic show, and specialty dance shows which are known for audience participation.

*Off Premises—*Entertainers are available off premises year round for sneak previews of the shows.

Complete shows are only offered within the park.

**Characters:** Fees are negotiable for both local and out-of-state character appearances.

**Theme Parties:** Several have been planned for the future.

**Catering:** The food service at the park will work with company representatives based on desired menu and price range. Boardwalk and Baseball has a wide range of restaurants on their premises including an international food fair that will cater to groups. This service is not yet available off-premises.

**Other:** Boardwalk and Baseball prides itself on being flexible to mold an outing into what a company requests.

## Darien Lake Fun Country

Darien Center, NY 14040  
Contact: Linda Taylor  
(716) 599-4641

**Company Picnics:** This park has seven large pavilions that accommodate from 150 to 10,000 people and many other smaller shelters that accommodate 25–50 people. Volleyball equipment, P.A. systems and horseshoes are some of the items available.

**Off Season:** The park can be opened on weekends in early May, prior to the park season or after Labor Day through mid-October for private parties. Groups must include 10,000 or more to rent a day and 20,000 or more for a weekend. Other than these extended periods, no activities are planned during the off season.

**Private Parties:** Groups of 20,000 or more can rent the park for a day during peak season, although this

has never been done. There is a private grove adjacent to the park that can be exclusively reserved for groups of 1,000 or more. All groups of 25 or more are extended some discount and a reserved area, if they order catering.

**Before Hours:** The staff is willing to make arrangements for company breakfasts and seminars on the property or in the lodge adjacent to the park.

**After Hours:** A number of after-hours activities have been planned, i.e., Grad Night in June for high-school seniors from 10 p.m. to 6 a.m.

**Behind-the-Scene Tours:** Although they are not regularly scheduled, behind-the-scene tours are available upon request.

**Entertainment: On premises—**A water ski show, a circus, a 50's band, and a Broadway show are offered. A company can rent an amphitheater which seats 7,500 or a smaller theater seating 500–600 for private shows. Bands and shows can be contracted through the park for theater appearances. Major concerts have been scheduled in the amphitheater.

*Off Premises—*Entertainers will not go off the premises during the season because they have a full schedule at the park. They will not go off the premises during the off-season because most entertainers return to college.

**Characters:** Characters are available for local appearances at no charge.

**Theme Parties:** Darien Lake has assisted in planning theme parties and welcomes requests.

**Catering:** The park works with an outside food service that offers anything from hot dogs and hamburgers, to a pig roast. Beverages which may accompany your own food, can also be supplied. Catering is not available off the park's premises.

## Florida's Silver Springs Florida's Weeki Wachee

P.O. Box 370  
Silver Springs, FL 32688  
Contact: Chuck Coates  
(904) 236-2121

**Company Picnics:** A total of four well-shaded picnic groves are available on these sites. Three of them have capacities of up to 600 and one of these groves has a capacity of up to 1,000. The park offers catering facilities and game equipment to picnickers.

**Off Season:** The water parks close to the general public on Labor Day. Then, exclusive company picnics can be scheduled in the fully operational park on weekends up to October 15th.

**Private Parties:** All buy outs occur between September and October with no minimum group size requirement. A flat rate is charged during these months.

**Before Hours:** Speaker engagements can be arranged by contacting group sales.

**After Hours:** Friday night events are offered where a group can enjoy the fully operational park, a private dinner, and their choice of entertainment (which the group itself must independently contract).

**Behind-the-Scene Tours:** No tours are offered to groups, with the exception of the media, for safety reasons.

**Entertainment: On Premises—**Companies can contract reptile handlers and bird handlers to give shows for company events within the park. The park does not offer any other shows, but outside entertainment may be independently contracted by a group for events on park premises.

**Off Premises—**For a negotiable fee, reptile handlers and bird handlers are available to give demonstrations.

**Characters:** Walk-around charac-

ters are only available for appearances within the park.

**Theme Parties:** Props and scenery are unavailable for company theme parties.

**Catering:** Catering services are available on the park's premises, however; this service is unavailable off park premises.

**Other:** Staff members are available for speaking engagements. For example, a Florida's Silver Springs/Florida's Weeki Wachee marketing representative spoke to a class of college students about the functions of the park's marketing department.

This park also offers a program for "spouses and children" of nearby convention attendees: While one spouse attends a conference at a nearby hotel, the other spouse and child(ren) can attend the park at a discount rate during the day. Then, when the convention dismisses for the day, the family unites at a picnic held on the park grounds and they enjoy the park together for the remainder of the day.

## Geauga Lake-Funtime, Inc.

1060 Aurora Rd.  
Aurora, OH 44202  
Contact: Julie Stokes  
(216) 562-7131

**Company Picnics:** Thirteen pavilions which range from 75 to 10,000 in capacity, are available for company events. One area, "The Captain's Galley," is a private, high-quality pavilion used for many catered company picnics.

**Off-Season:** A ballroom is available for parties and dinners year round. The rides are not available during the off-season.

**Private Parties:** The park may be bought out for exclusive private parties. Although there is no group minimum size requirements, it is recommended that the party be scheduled in either early spring or late fall. The fee for such a day is negotiable depending on the time of

year and size of group.

**Before Hours:** A park restaurant can be made available for company breakfasts or seminars.

**After Hours:** No activities have been planned at this time.

**Behind-the-Scene Tours:** Not available.

**Tours:** "Tour and Travel Groups," planned with a "Tour and Travel" representative, include a day tailored especially for the particular group. This day would consist of a structured itinerary beginning with a breakfast (eggs, pancakes, continental breakfast, ranging from \$10 to \$16 a person—25 people minimum), a live show, and a cruise with your group.

**Entertainment: On Premises—**Bands, magicians, variety shows: a 50's presentation and a Broadway presentation are available only on park premises during the park's peak season. Companies have the option of hiring entertainers from within the park or hiring an outside band for private parties.

**Off Premises—**Special arrangements can be made for entertainers to perform.

**Characters:** The Fun Bunch will make appearances to groups of 250 or more if your company is affiliated with one of the park's employee benefit programs and is located within a 150-mile radius of the park. There is no charge for these promotional appearances.

**Theme Parties:** If notified from one to six weeks in advance of a company themed event, a sales representative will assist in the planning of the party by providing decorations, characters, and promotional items. This service is only available to companies affiliated with one of the park's employee benefit programs.

**Catering:** Catering facilities can serve groups from 100 to 10,000 people in the park. Also, restaurants work with Tour and Travel Groups to plan themed meals. Caterers will

not serve companies off the park's premises.

**Other:** This park offers companies the benefits of both a water park and a traditional amusement park with its facilities.

### Kings Island

c/o Group Sales  
P.O. Box 400  
Kings Island, OH 45034  
Contact: Jerry Greager  
(513) 241-5600

**Company Picnics:** The park offers two shaded picnic groves and catering facilities for these areas. The one grove within the park offers six shelter houses that can accommodate from 300 to 10,000 people in each. The other grove outside the park can be reserved for groups of 200 to 500.

**Off-Season:** The park is closed the middle of October through mid-November. However, a quarter of the park reopens to the public for "Winter Fest" in which ice skating, carriage rides (additional fee), and some indoor rides and shows are offered. During this time, the International Restaurant is open and the park takes on a Christmas atmosphere.

One of Kings Island's restaurants, The Fest House, hosts banquets year round.

**Private Parties:** Companies of 20,000 people or more, can buy out the park for a day at the very beginning or very end of the season.

**Before Hours:** Companies can rent all or just a portion of the park two hours prior to opening for planned breakfasts and to enjoy the rides.

**After Hours:** The park is available to be rented after hours.

**Behind-the-Scene Tours:** Not available for safety reasons.

**Entertainment: On Premises—**Bands and dance shows are offered.

**Off Premises—**A department of the company, King's Productions, will work with a group to arrange

entertainment for their company events. Productions can be arranged for Christmas parties and other functions.

**Characters:** Characters will make appearances for a fee, depending upon the activity.

**Theme Parties:** Kings Island will assist in planning theme parties and will offer props and scenery upon request.

**Catering:** Catering facilities will service a whole meal for your group or just beverages, depending upon the company's needs. This service is available off-premises on a limited basis.

### Queen Mary & Spruce Goose Attractions

Pier J  
Long Beach, CA 90801  
Contact: Kris Drummond  
(213) 435-3511  
ext. 1252

**Company Picnics:** Outdoor company picnic facilities are not available; however, indoor company picnics have been planned.

**Off-Season:** The Queen Mary & Spruce Goose are open year round.

**Private Parties:** Instead of buy outs during daytime hours, mix-ins are utilized to accommodate corporate customers.

**Before Hours:** Breakfasts and seminars occur frequently at this site in banquet rooms or meeting rooms, which are off-limits to tours.

**After Hours:** The Spruce Goose dome can be rented for groups as large as 5,000 for banquets and parties. The Queen Mary also has banquet facilities for evening functions.

**Behind-the-Scene Tours:** A 90-minute Captain's Tour is available daily and takes guests through off-limit areas, which are not available on the regular self-guided Shipwalk tour.

**Tours:** Tours are available daily. Guests are provided with self-guided

tour maps which follow a story by giving the history of each stop marked along the trail. This map is also available in Spanish and Japanese, along with a special route for handicapped persons.

**Entertainment: On Premises—**Seasonal entertainment includes fireworks and laser shows. A puppet theater and Dixieland bands are examples of summer entertainment. Holiday periods include Easter parades, Mexican hat dancers and Christmas carolers. Also, celebrity appearances have been arranged.

**Off Premises—**The Dixieland band and the Mexican-hat dancers can be contracted for company parties, after the park's business hours.

**Characters:** Characters will make appearances at on-site parties only.

**Theme Parties:** The Queen Mary & Spruce Goose catering staff can organize anything from a shipwreck party to a Captain's Ball to a reception on the premises. These events include a meal, decorations, entertainment, music and dancing.

**Catering:** A wide selection of banquet rooms are available on the Queen Mary for catering functions, accommodating from 40 to 1,200 guests. In addition, the Spruce Goose dome is available for after-hours functions. Menus, pricing and even wedding arrangements are available by contacting the catering department.

**Other:** Because a hotel is located on the Queen Mary's premises, the site is ideal for conventions.

### Riverview Park and Waterworld

P.O. Box 300, Highway 12  
Wisconsin Dells, WI 53965  
Contact: Helen Niebuhr  
(608) 254-8336

**Company Picnics:** Three shaded picnic groves are offered, two of which serve up to 500 people, and up to 2,000 people jointly, including a picnic shelter near the groves.



An outdoor amphitheater seating up to 700 people, softball diamonds, horseshoes, volleyball equipment, and badminton supplies, are all available for picnics.

**Off-Season:** The park is closed from October to May. Activities are not planned at this time.

**Private Parties:** A group of 1,000 or more can buy out the park after hours. Private parties can be held during park hours.

**Before Hours:** No activities are offered at this time.

**After Hours:** The entire park can be reserved after 10 p.m. any day of the week during July and August. At this time, the park will be fully operational exclusively for the group.

**Behind-the-Scene Tours:** Upon request, members of the staff will show groups how the water park operates during business hours.

**Entertainment:** *On Premises*—A magic show is offered.

*Off Premises*—The magic show can be performed for company parties during the summer months for a negotiable fee.

**Characters:** Walk-around characters are available for local appearances. The fee for this service depends upon the specifics of each case.

**Theme Parties:** This service is not available.

**Catering:** Catering services are limited to hot dogs, hamburgers, brats, and chicken. Catering is not offered off park premises.

**Other:** This park also offers a nature trail for a relaxing walk.

**Sea World, Inc.**  
1720 South Shores Rd.  
San Diego, CA 92109  
Contact: Tony Flores  
(800) 732-9753  
Chris Norgaard  
(619) 226-3845

**Company Picnics:** There are three pavilions available for company

picnics:

- **Nautilus Pavilion:** This site, a 13,000 square-foot canopy enclosed in glass and surrounded by a grassy picnic area, serves up to 3,000 people.
- **Neptune Grove:** Up to 400 people can be served at this grassy bowl area that has 10-foot banks.
- **City Park:** On flatter grounds, this site offers public facilities and an awning under which companies serve food.

**Off-Season:** Sea World is open all year.

**Private Parties:** Buy outs are available once the park closes to the general public; mix-ins are scheduled as well. Companies still have opportunities for private group time at meals catered in pavilions.

Private parties can range anywhere from a cocktail and hors d'oeuvre reception to catered theme parties, private shows and firework finales. Examples of theme parties include "What's Black and White and Fun All Over?" and "Marti Gras by the Sea." Sea World has its own chef and a special events/catering department to handle each event.

**Before Hours:** The Atlantis Restaurant offers meeting facilities for seminars and breakfast facilities for groups before the park is open to the general public.

**After Hours:** See Private Party section.

**Behind-the-Scene Tours:** This park offers "The Animal Lover's Tour" which takes visitors through the park's restricted areas and answers any of their questions about the animals at Sea World.

**Entertainment:** *On Premises*—Sea World offers five new shows, including a killer whale show in a 6 million gallon stadium. In addition, companies are welcomed to bring outside bands on the premises or members of the Sea World staff will find outside entertainment to suit your company's needs.

*Off Premises*—Twenty-minute

performances designed around park variety shows are available (mostly in springtime) on a more specialized basis.

**Characters:** Live penguins or birds are available for some appearances. Most of these appearances must be scheduled during the day so as not to disturb the animals' schedules. These animals have made appearances at public relations events, promotions, in malls and at educational demonstrations. The fees for appearances vary depending upon each situation.

In addition, the Shamu walk-around characters also available for appearances at a very small fee, if any.

**Theme Parties:** Sea World will provide companies with contact names of people who could help them plan a theme party on premises. Decorations, props, and scenery (for theme parties such as a black-and-white party) are only available within the park. All other items are unavailable off premises.

**Catering:** Catering is available for events ranging from box-lunch picnics to full-scale meals. This service is not offered off park premises.

**Other:** Three-to-four hour educational seminars offer groups the opportunity to learn about the animals, and then see what they've learned by going out into the park to observe the animals. A group rate is offered for this event.

### Walt Disney's Magic Kingdom Club

P.O. Box 4489  
Anaheim, CA 92803  
Contact: Bob Baldwin  
714-999-4162  
Bob Larson  
(714) 490-3232

**Company Picnics:** There are three isolated picnic areas available during the non-peak season:

- **Big Thunder Ranch:** A separate area simulating a working ranch with picnic tables and facilities to

serve up to 500 people.

- **Space Place:** A picnic area located near Space Mountain for groups of up to 1,000.
- **Hungry Bear Restaurant and Picnic Area:** this facility serves groups of less than 100 people.

During the peak season, facilities are not available for company picnics.

**Off Season:** The park is open year round.

**Private Parties:** A group of 7,000 or more is needed to buy out the entire park. Mix-ins are also common.

**Before Hours:** Activities are not planned at this time.

**After Hours:** "Enchanted Evenings," beginning from 8 p.m. and lasting until 1 a.m., can be arranged. During this time, a themed section of the park will be kept open, and a catered, private party can take place. Low-level fireworks, bands, piano players, etc., can be arranged according to the company's desired theme.

**Behind-the-Scene Tours:** To maintain the fantasy atmosphere of the park, no behind-the-scene tours are given.

**Tours:** "Tour and Travel" groups begin the day by having breakfast with the characters, followed by a guided tour of the park, and ending with a send-off to enjoy the park independently.

**Entertainment: On Premises—**Private showings of the park's performances can be arranged. During "Enchanted Evenings," entertainment can be molded to match your desired theme.

Companies are offered use of elaborate audiovisual facilities. A company may show their own video on the large video screen in Videopolis, which seats 1,800 people.

Outside entertainment may also be brought into the park, and groups can hold their own entertainment competitions on park premises.

**Off Premises—**In order to maintain the park's fantasy within the park, entertainers generally do not perform off premises.

**Characters:** Characters make appearances for promotional purposes only. They will appear at company events which promote Disneyland. There is no charge for truly promotional appearances.

**Theme Parties:** On premises, props and scenery are available for "Enchanted Evenings," depending on the party's location within the park. Props and scenery are not available off park premises.

**Catering:** Catering can be arranged to be as simple or as extensive as necessary. Buffets are the most popular and most recommended form of catering. This service is not available off park premises.

**Other:** Walt Disney's Magic Kingdom Club also offers "armchair entertaining" through their "Executive Club." An executive can entertain a client or an employee without being present at the park by using a special credit card which can be given to another person (i.e., a client or employee) to use at the park for admission, gifts and food. These purchases will then be billed to the executive.



### **Wet 'n Wild, Inc.**

6200 International Drive  
Orlando, FL 32819-8290  
Contact: Kim Perkins  
(305) 351-1800

**Company Picnics:** Scheduled during regular park operating hours,

picnicers may have the use of reserved seating areas, including food and beverage service. Reserved areas include both covered and uncovered seating. Minimum group size is 50 people.

**Off-Season:** The park is closed to the general public during December and January.

**Private Parties:** The park may be rented after regular operating hours (scheduled changes throughout season) for groups with a minimum size of 300 people. Private Party packages include full use of all park attractions: disc jockey, aqualympics (organized competitive water games), optional theme parties and food and beverage service. Promotional materials such as imprinted posters, flyers, paycheck stuffers, ticket order forms and brochures are available.

**Before Hours:** Food and beverage functions are available only for groups of 300 or more.

**After Hours:** See Private Party section.

**Behind-the-Scene Tours:** Not applicable.

**Entertainment: On Premises—**Available upon request. See Private Party section for inclusions.

**Off Premises:** Not applicable.

**Characters:** Walk-around characters are available at no charge.

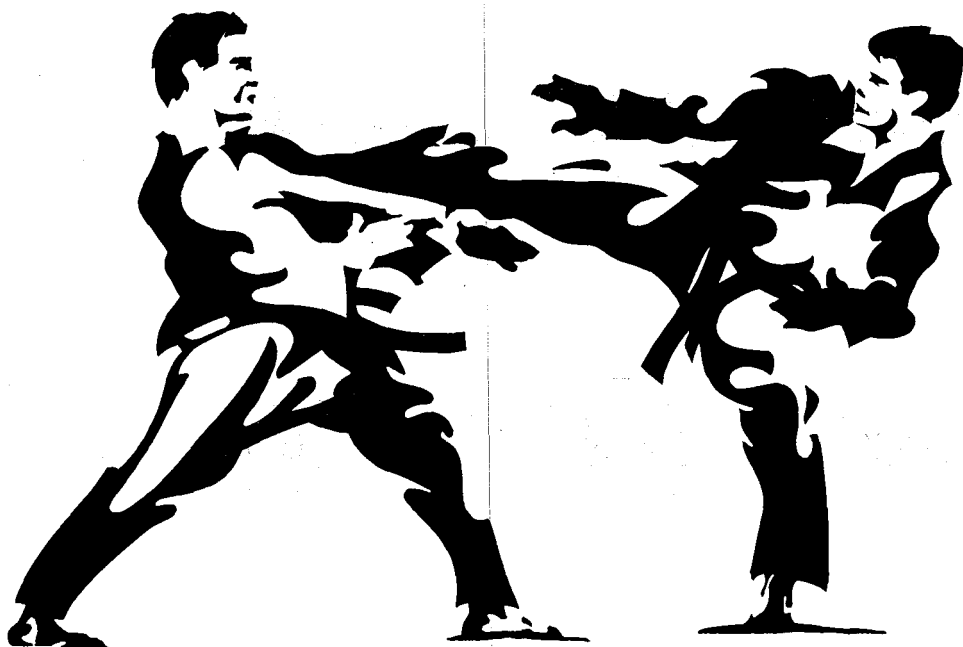
**Theme Parties:** Theme parties are custom designed upon request. The park does not offer this service at this time.

**Catering:** A full menu is offered for events on park premises, but catering is not offered outside the park. Approved outside caterers may be used.

# Corporate Ninja:

*Self defense classes within an industrial health/fitness program.*

*by Jeff Cornish and Cliff Lenderman*



**I** imagine with me for a moment an executive board room filled with anxious vice presidents who work for Company X. The tension is increased by the unexpected arrival of X's CEO. Each person seated has heard the rumor that this is a "big" meeting. The unknown agenda has created speculation, worry and fear. It is widespread knowledge that Company X is struggling from a financial standpoint. The intolerable question the VPs must be asking themselves is, "What will be the outcome of this assembly?"

The CEO enters quickly and takes his seat at the head of the table. Before the door shuts behind him a silent figure appears in the room. Dressed in a dark hooded outfit, the mysterious person moves fluidly in silence and stops with a still pose to the right-hand side of the CEO. His presence is alarming and only serves to intensify the fear of all that is unknown about this impromptu gathering. The facial details of the stranger are hidden beneath the dark, black shroud of his loose-fitted uniform. Heart rates of the VPs skip a beat as all attention is immediately focused on the CEO when he begins to speak.

"Gentlemen, our company is in an alarming financial posture. As you all know, our primary competitor, Company Y, has outperformed us in every market to date this year. As we go into this fourth quarter, I have decided to enact a bold management strategy. We can learn much from studying the management techniques of our competitors in the Far East. Their production ability, quality control and human resource management have provided them a dominant market share. We must fight back. We must fight for our business lives. We must go to war with our business competitors or resign. We must learn to crush and destroy our business opponent or they will do the same to us."

*An uneasy murmuring fills the room now as the VPs listen on. "To accomplish this bold strategy, I have taken the necessary steps to hire a ninja master to train myself and all of you in the skills you will need to succeed; the skills which will save our company."*

*The room is very noisy now as the VPs begin to chatter among themselves. The noise rises to a fevered pitch until the CEO shouts, "Gentlemen . . . share your concerns, please! Mr. Smith, how about you starting?" After a gasp and a hard swallow Smith begins. "Well, sir, I've never really punched anyone before, but I have kicked my dog at home a few times. I don't know how good I'd be sneaking into Y's corporate offices and attacking them with some kind of strange boxing or wrestling moves. If we're gonna do it though, let's do it without warning them."*

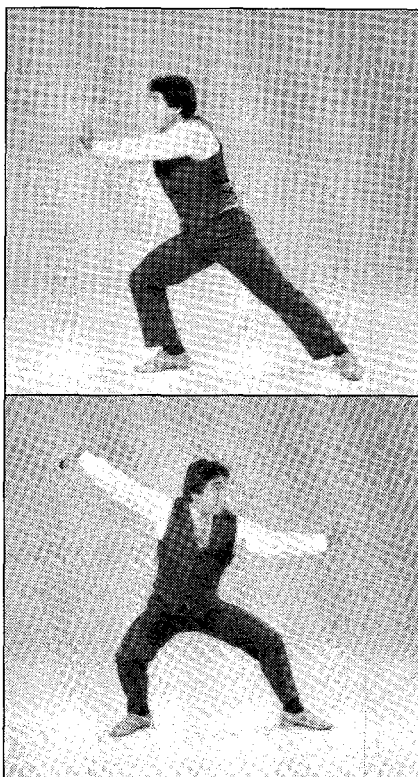
*Showing patience the CEO chooses another opinion. "And Wilson, what's your feeling?" "Sir," . . . Wilson begins. "I'll give it a try, but you know that I really can't change my religion because my job wants me too." VP Johnson jumps in, "Hey, I threw the javelin in high school track. As long as I can choose my weapon then count me in 100 percent. Let's go get 'em."*

*After a couple more perceptions from the VPs the wise ninja master begins to move from his pose. He moves in rhythmic motion around the table with strength and grace. After completing a path around the room's circumference he stops and takes two deep and relaxed breaths. He removes his hood to prepare to speak. Everyone is completely silent as they hear him begin. "My new friends, you must first understand that the largest risk to this organization is the assault each one of you is placing on your own health. Y Company can only be challenged by your commitment to improve your personal health. Only through personal health can you defeat them, for this is the truest path to productivity and survival in today's world of business."*

**W**ith the fictional introduction, we have tried to illustrate that Martial Arts/Self Defense (MA/SD) classes can be managed as another program strategy which generates a health-conscious employee. The misconceptions pointed out in the introduction are that MA/SD classes are aggressive, physically competitive, combative, or suggest religious or philosophical values.

The MA/SD component of a well rounded corporate health and fitness program has a great deal of value as a route toward the achievement of employee health and fitness goals. The added benefit of MA/SD is that properly taught skills are very applicable for anyone in today's society. Any person might be faced with a situation in which training of this nature could be useful.

With health and fitness as our program objective, let's look at how to provide a MA/SD class at your company.



## INSTRUCTORS

It is important to keep our objective in mind when shopping for an instructor. The person you eventually find will have to have an open-minded approach to your program needs. He/she will be dealing with a variety of student skill levels, ages, experiences and expectations. The instructor will need to be flexible and patient.

It is wise to talk with many local artists in your area and ask their suggestions about who they know that might fit into your program. If you acquire a few repeated names, follow up with a personal interview. Be careful to realize that there are no general credentials, certification procedures of governing agencies in MA/SD activities.

Looking into the potential instructor's track record and talking with past and current students will assist you in making a decision. Possible resources for finding instructors include: the

YMCA, commercial studios, parks and recreation departments, and other company fitness programs. Sometimes it is possible to find highly-qualified instructors who currently assist in the training of law enforcement, armed forces or professional athletics. Also, conducting an in-house search and finding an in-house instructor has some specific advantages:

- Improved student and staff relations
- Program reliability
- Improved communications
- Lower liability
- Increased control
- Reduced costs

The instructor of choice will initially experiment and then exchange methods and styles which are useful to the employees. He/she will trade knowledge and experiences with peers and especially students to remain in touch with the goals that have been set for the program and the needs of the participants.

## FACILITIES AND EQUIPMENT

Many of the decisions about where to have your class meet will be based on your class size. We suggest no more than 40 students per instructor with a preferred class size of 25. The class can function in any area with a level floor, good lighting and ventilation. Gymnasiums are the ideal; however, it is possible to have a comfortable class in a carpeted cafeteria (once the tables and chairs are removed) or even in a large conference room or an open, indoor mall area.

On occasion, at Weyerhaeuser, we have even taken classes outside on our grassy meadow area. Perhaps those of you with a more consistently dry climate could utilize the outdoor option. It should be noted that having a quiet environment is important for the instructor and the students.

Mats, mirrors and fitness equipment are examples of items that can add to the class but are not essential. Your instructor may require specific equipment for the class such as focus mitts, heavy bags (boxing), blocking shields (football), and kick boards.

## Self Defense Course Benefits

### Physical:

- **Flexibility**—Static stretching is a fundamental component of classes.
- **Strength**—A by product of drills and posture training.
- **Coordination**—Eye to hand improvements through blocking and hitting techniques. Legs and general balance through step patterns and kicking.
- **Aerobic Conditioning**—By controlled sparring.
- **Anerobic Power**—Repetitive training of single techniques at a rapid pace.
- **Kinesthetic Awareness**—Adjustments to body positioning, bio-mechanical feedback, and body alignment while training.

### Mental:

- **Stress Reduction**—Displacement of stress by physical release against inanimate objects or simulation of contact. High level of activity.
- **Confidence**—Learning a new skill. Knowing you can cope in a threatening situation.
- **Competitive Release**—Achievement orientation where the goal is self improvement not beating a score or a time.
- **Team Dynamics**—Being with a group.

## SCHEDULING

The class schedule will naturally follow the first decisions of class size and environment. You will consider when the class is most convenient for those interested and balance that information with when the desired facility is available. An evening class which begins 15 to 30 minutes after the close of the workday will be preferred.

Students will need adequate time after their workday to change but, of course, don't wait longer than the time it would take to get home. If given a choice, most classes would rather wait longer for a preferred environment but, employees won't want to have a class so late that they must return to class after having dinner. If the facility of choice is available at a noon or an early morning class, try this as another possibility.

The frequency of class should be at least twice a week with three sessions a week preferred. Class duration is typ-

ically an hour to an hour and a half. We suggest that MA/SD classes can be ongoing.

The skill development available is open ended and worthy of continuous refinement. New participants can be trained in fundamentals by advanced students. The instructor would then focus attention on more complex training or work with individuals more of the time.

## ADMINISTRATION

Because our objective of the MA/SD class in the corporate setting is health and fitness it should be promoted this way. Market the class with an 80 percent emphasis on its ability to enhance physical and mental conditioning. Use the remaining 20 percent of your efforts to point out the practical, usable skills which are an outcome of class participation.

The misconceptions mentioned in the



## **"YES, THERE IS LIFE AFTER BREAST CANCER. AND THAT'S THE WHOLE POINT."**

—Ann Jillian



A lot of women are so afraid of breast cancer they don't want to hear about it.

And that's what frightens me.

Because those women won't practice breast self-examination regularly.

Those women, particularly those over 35, won't ask their doctor about a mammogram.

Yet that's what's required for breast cancer to be detected early. When the cure rate is 90%. And when there's a good chance it won't involve the loss of a breast.

But no matter what it involves, take it from someone who's been through it all.

Life is just too wonderful to give up on. And, as I found out, you don't have to give up on any of it. Not work, not play, not even romance.

Oh, there is one thing, though.

You do have to give up being afraid to take care of yourself.



Get a checkup. Life is worth it.

introduction will be present at your workplace. You must stick by the health and fitness objective to slowly change the cultural influences and attitudes present in your company.

To do this it might be helpful to document health changes which have occurred as a result of the class. You might also be able to gain interest in the class by explaining how MA/SD training can overlap into improved performance in other recreational activities. A good example of this might be the biomechanical comparisons of MA/SD and volleyball, basketball (defense), handball, etc.

Offer the class as co-ed. There is no strong reason to limit participation to anyone who has sincere interest and is free of medical contraindications. If there is a medical concern, have the employee consult their physician prior to enrollment. The physician should be made aware of the class objective and the procedures to be taught in class.

Select an age requirement for the class. Sometimes programs are open to the dependents of employees. The instructor will insist upon proper conduct and concentration in class. Often a person under the age of 16 is not ready for a mixed class with adults. Keep attendance records to demonstrate the employees' participation and periodically provide them with a chance to evaluate the total program. This will help keep you informed and ready to make management decisions.

Hopefully, your class will grow to a level where the support you need is generated by the participants. When this is the case schedule exhibitions with the class in front of co-workers or the public to illustrate the success of the program.

### **FINANCES**

The instructors should be paid for their time and expertise. Depending on your program's budget, an option would be to schedule instructors fees into the general operation costs or as part of the membership dues which support your department.

Sponsorship of your MA/SD program might be possible through another company unit such as the security department or human resources. The best approach when starting a new program is often to charge a separate participant fee. A class price of \$2.50 to \$4.00 a session is the norm. Expect this range to fluctuate with each instructor and the number of students.

### **COURSE BENEFITS**

There are literally thousands of MA/SD styles. Almost every country has its particular style or art form. Generally, a division can be made between a soft style and a hard style. The soft styles use the opponent's energy against themselves. The hard style requires strength and power to overcome the opponent.

The suggestion for a corporate setting is a "recreational blend" of soft and hard styles. This type of class could provide the worker-student with physical and mental benefits. (See figure 1.)

### **SUMMARY**

With health and fitness enhancement as the benchmark for success, we encourage MA/SD training in the work environment. The physical and mental benefits which can be realized by participants through a well instructed and managed class are valuable. This opportunity for activity could impact a worker's individual ability to be a productive, more satisfied employee. ☺

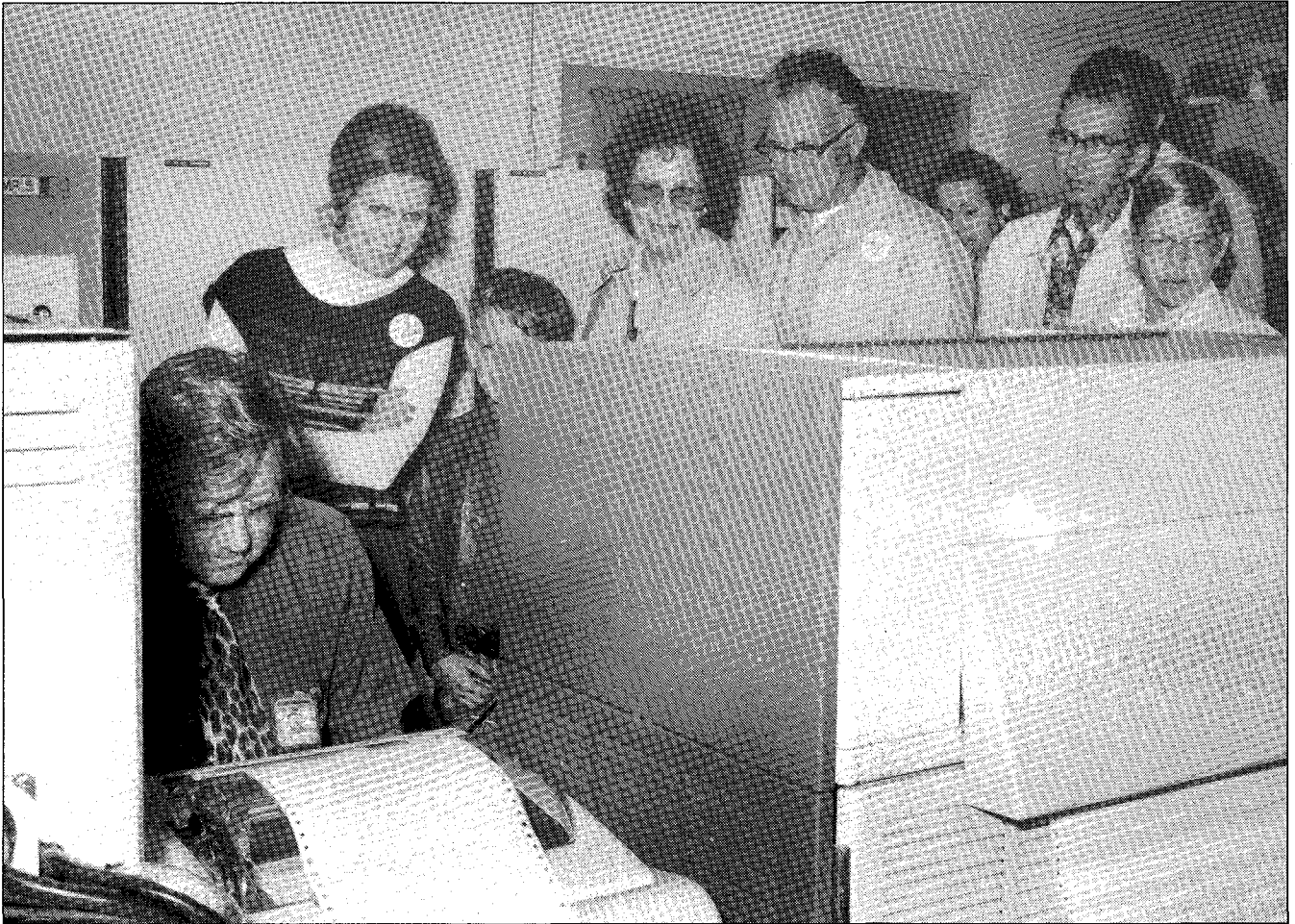
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*Jeff Cornish is a Corporate Health/Fitness Facility Manager for Weyerhaeuser Company in Federal Way, Washington. Cliff Lenderman is a nationally acclaimed martial artist working with major law enforcement agencies in the state of Washington. Mr. Lenderman also trains university and professional athletes in using martial arts to enhance their athletic performance.*

*Photos on pg. 20 by Gary Darby*

# The Company Open House

by Ronald F. Ribaric, CESRA



*Open house at Martain Marietta, Orlando, Florida.*

A company open house is an opportunity to show what work is done behind the walls of the business. Admission can be restricted to employees and their immediate families or open to the general public. An open house can be an effective public relations tool for your company, i.e., the public can gain more knowledge of the products and how they are made. This opens the door to a better relationship between your business and the community.

**Open House Committee:** To have a successful open house, plans must be

made well in advance—at least six months. Because this activity can require a large investment of time, a committee should be formed from the people who will be involved with the actual production. Representatives of all areas that will participate should be placed on the committee to help keep preparations moving in a timely manner. Safety, security, legal, maintenance, public relations, recreation, marketing and a person from each of the major work areas can be the base on which the committee is built. Each business that plans an open house may need to add or delete committee mem-

bers as to the requirements of their program.

Each area represented on the committee has the following special responsibilities:

- Legal department keeps the company within the law and protects the company from court action.
- Safety department helps minimize the chance of injury and provides the safety guidelines. They also handle the first aid for the open house.
- Security works to protect all the visitors and assist in the parking for the open house.



- Marketing and public relations departments help with the publicity.

- Maintenance must paint, repair and clean the facility for the open house. Early confirmation of the tour route will facilitate completion of these tasks in a timely manner. The maintenance department may also prepare the displays for set-up and the speakers platform. Once the open house is over, they must break down the displays, clean the facility and return it to normal workday status.

Once the committee is formed, decisions must be made early to begin preparations. The date of the event, time, who is invited, tour route, maintenance needed and equipment requirements are a few of the considerations to be reviewed at early meetings.

**Date of Event:** When choosing a date, consider the following:

- Avoid a rainy season and extremely cold weather.
- Coincide with the original founding date or opening date of a specific facility.
- Review what competing community events are offered the same

day as the open house.

- Allow proper length of time for planning and implementation of the event.

**Starting and Ending Time:** When setting the starting and ending time on the day of the open house, estimate the number of expected attendees and the average time needed to walk the tour. The traffic flow is one example that may affect these times. If traffic near the facility at certain times is heavy, avoid these times for the opening and ending of the event. If an opening ceremony and a speaker are to be part of the open house, the program should include opening and closing times.

**Theme:** Choosing a theme for the event can be as simple as emphasizing a new product, a large contract, better quality, celebrating the anniversary of the founding of the company or a new facility, or promoting increased morale.

Town involvement is one consideration to be made in choosing the theme. If the community is invited, a theme that is related to both the community and business may be adopted. It should

also inspire interest from the employees toward the open house. Scheduling the event as the annual anniversary function is an easy theme decision.

**Who to Invite:** A question that must be answered is who should be invited to the event? The open house could be scheduled for two or three hours during a workday and only the employees would attend. This would permit employees to observe other functions that occur at the facility, which would help them obtain a better concept of the overall function of the business.

The open house can also be held during a weekend, to include employees and their families, which would allow spouses and children to see where their father/mother works and what they do. This would help strengthen the "employee as a family" concept in business.

Inviting the entire community to the open house is a possibility which must be scrutinized closely. Opening the facility to the public is a positive aspect for community relationships; however, it may cause certain problems that must be considered.

- *Parking lots* are generally close to capacity during workdays and with the public involved, it may be necessary to shuttle visitors from distant parking areas. This may be an added expense to the cost for the open house.

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**“Opening the facility to the public is a positive aspect for community relationships.”**

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- *Security* should be reviewed before a decision is made to open the doors to the general public. If any of the products manufactured are of a classified nature, either national security or industrial security, determine how to keep the public from these areas. When a majority of these areas exist and cannot be separated from the remainder of the facility, strong considerations must be resolved before allowing the general public to attend.

- *Insurance coverage* should be examined if the open house is to allow families of the employee and/or the general public is to be involved. Current insurance policies may cover the visitors; if not, a rider may need to be added to the policy. If the decision is made to add the extra insurance, the cost of the open house will increase. Be prepared to justify the extra cost for insurance in terms of advantages, such as goodwill that the company will receive. After all these considerations, the choice of who can attend should be made.

**Tour Route:** The tour route should be chosen with great care and allow a smooth and orderly flow of pedestrian traffic. Tight aisleways should be avoided whenever possible, as they can cause delays. The tour length will vary depending upon size of the facility and number of displays to be viewed.

If a tour is expected to take over 30 minutes, a rest area with chairs and

drinks should be available one-half or two-thirds of the distance from the start of the tour. Food should not be provided at this spot because it will cause a back-up with people eating and taking food on the tour where it may not be permitted.

In timing the tour route, remember that you are walking alone and not stopping to view displays. This will present a time factor that is less than standard when a crowd of people is involved.

Any areas that contain sensitive or secure equipment or data should be avoided. Careful planning should be done with the route. Work areas should be clean, and if one specific product is made, the process should be followed from start to finish to allow the best concept of how that product is made.

If a specific work area is toured and in operation, the work performed should be short in duration to prevent visitors from stopping for extended periods, causing a traffic jam.

**Displays:** Displays are important along the tour route. They should be informative, interesting, easy to see, and developed so they can be viewed in a short period of time—one to two minutes. This is important because if 5,000 people attend the open house and the displays take 15 to 20 minutes, the tour could run overtime.

The displays should also be set up so a large group of people can view them at one time. Hands-on displays where the visitor participates in some form, such as a computer station or a movie taking more than one or two minutes, can be used but must be planned in advance. A minimum number of these displays should be used.

Placement should be in an area that offers a great deal of room such as a cafeteria or large lobby. This type of display can also coincide with a break area, offering a respite during the tour. In planning for displays, also consider space requirements, signs, time they will be viewed and customer approval.

**Publicizing the Route:** Once the route is selected, a map should be cop-

ied and sent to all department heads. The route plus specific times can be placed in the company newspaper. Copies of the route should also be made available on the day of the open house. Tour route maps can be placed in high traffic locations for pick up by the visitors attending the open house. Printing the general locations of various displays can aid visitors in planning their route.

**Giveaways:** Giveaways, from key-chains to radios, are popular at open houses and are available from a variety of manufacturers. These gifts are generally moderately priced with the company logo displayed prominently. Some companies will make their own gifts or present the employee with one of the products they manufacture. Balloons, photos of products and calendars are some of the gifts presented at an open house. When deciding what gift to procure, consider the following questions: After measuring the time and labor involved, is it cost effective to make a gift? Is it less expensive to provide a product the company makes or purchase a gift item from a separate vendor? If an outside vendor is chosen, is the lead time sufficient? Review all factors before making the final decision.

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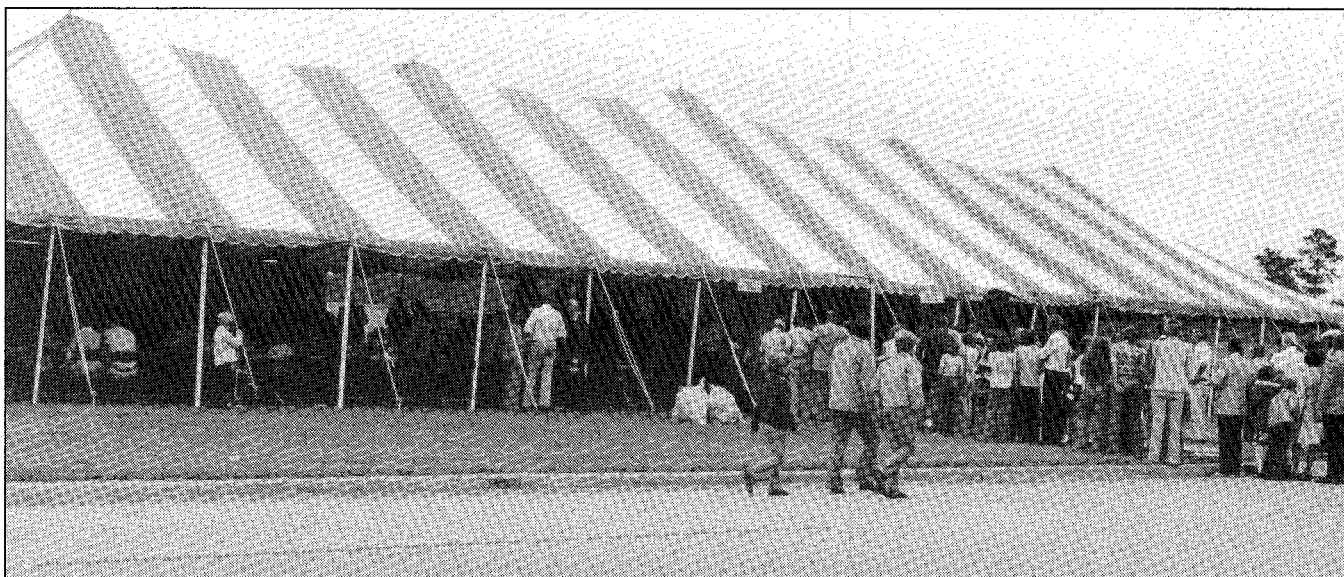
**“People may move faster through the facility if they know a gift is at the end of the tour.”**

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Once the giveaway gift is chosen, decide when it should be presented. Presenting the gift at the exit of the facility tour is usually the easiest time for a variety of reasons:

- The visitor does not need to carry the gift through the tour route.
- People generally do not loiter upon exit; they leave or move to the next part of the day's activity.





- It may help people move faster through the facility if they know there is a gift at the end of the tour.

**Food and Drink:** Another concern to be reviewed is offering food and drinks at the event. Determine what to provide and whether the food will be catered from an outside firm or handled by the company's food services. The company cafeteria may not have the equipment to handle the menu or number of people. An outside vendor may be too costly. If the food service people are unionized, you may need their permission to bring in the outside vendor. Concerning beverages, non-alcoholic are recommended. If your company chooses to serve alcoholic beverages at the open house, it is wise to obtain an opinion from the company's legal council.

**Special Programs:** A special program including the company management, important figures from the community or celebrities may be part of an open house. This must be planned well in advance to coordinate the schedules of these guests.

For example, if the governor of the state is to be invited, one must contact the office and set the open house date to the governor's schedule. This may be true of other dignitaries that you would want to attend.

Speeches should be short and geared toward a topic relating to the open house theme. The stage for the program should be built near, but not blocking, the entrance to the tour route.

It will be common for people to be

gin lining up for the tour, an hour or more before the doors open. The speakers program should be designed to end with an official opening of the doors for the open house. In setting the program, remember the visitors will be standing and anxious to start the tour. Every effort should be made to keep the program as short as possible.

After the displays have been chosen, the food services are set and the route is planned, if some or all of the activities are to be outside, a rain plan must be developed. Be prepared for umbrellas, snow gear or any other para-

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**"Speeches should be short and geared toward a topic relating to the open house theme."**

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phernalia that is worn or used during inclement weather.

**Additional Staff:** Although employees with their families are visiting for enjoyment, there will need to be employees manning the displays, extra security, more maintenance people and generally more workers than a normal weekend which can cause a financial burden by paying overtime to a large number of employees. This must be examined carefully as to exactly what the needs are and what the salary expenses are estimated to be. Volunteers may be obtained to cover some of the

displays or hand-out gifts. Remember to thank all the volunteers. A short note expressing appreciation goes a long way.

The day before the open house the committee should be checking the final preparations. Are the displays up and in working order? Is the stage for the speakers program ready? Are the food services prepared? Are the maps printed and ready for distribution? These are some of the questions that must be answered the day before the open house. Walking the tour route will answer most of these concerns.

**Tour Guides:** While walking the tour route, imagine what it would be like when the visitors crowd through. Look for bottlenecks that might occur. Place a tour guide or two at these locations to assist the flow of traffic. Tour guides should be placed at turns where the visitor might get lost or make the wrong turn. If the visitors must leave one building to enter another, tour guides should be placed at both the entrance and exits. The tour guides are also at the exit to direct the visitors to the parking areas and offer assistance when needed.

**Command Post:** The day of the event, a command post should be set up with the chairperson and all the committee members. The command post should have three to four members on duty with two people walking the tour route, stopping problems before they develop. The command post must have a good communication setup, i.e., hand-held radios. This allows the command post to contact the proper people when a problem occurs and be the central



authority in all decisions on the day of the open house.

**First-Aid Stations:** First-aid stations should be available and clearly marked on the maps and throughout the tour route. If a first-aid station is not available in the facility, there are alternatives. Hiring an ambulance with paramedics is a common practice and offers the safety of proper medical assistance. If the ambulance must transport someone to the hospital, make sure that a second ambulance is available. It should be written in the contract that when the ambulance at your site leaves for the hospital, a second ambulance will be called to take its place. Obtain the estimated times and arrival of the second ambulance and if it has not arrived in that time frame, call the supplier and ascertain when it will arrive. You must protect yourself and the visitors by having the ambulance at the site of the open house.

**Lost and Found:** A Lost and Found area, entailing everything from coats to kids, will need to be established. Lost purses, wallets, clothing and cameras are some of the common items that turn up. The location should be noted on the map and made known to all people working the open house. An ideal location is at or near the end of the tour so that items can be claimed by the owner as they leave. Signs along the route should state the location of the lost and found area. Certain added procedures should be considered when dealing with lost children. When a lost child is found or reported lost, all tour guides should be notified and a search for the lost child's parents should begin. All efforts should be made to keep parents and children calm. At the end of the day all unclaimed items can be examined for identification and the owner contacted.

**Security Stations:** A security station, manned by the security guards, should be set up at the entrance to the tour route to aid visitors. If the open house command post is not located at the tour entrance, then members of the


committee or tour guides should be placed here to offer assistance and to keep the tour moving. This location can also be used for a deposit of items not permitted inside the facility. If cameras or tape recorders are not allowed in the facility, they can be checked here by the security guards. A receipt should be developed and the item returned upon the visitors completion of the tour.

**Closing the Doors:** At the end of the tour, the doors should be locked and preparations made to close the facility. At least two committee members and one security guard should follow the last tour group through. As the last group passes a station and the tour leaves the facility, the command post should be informed.

At this time a final walk through should begin. All areas, not just the tour route, should be checked for non-employees wandering in the facility.

While this final inspection is being completed, all the displays should be disassembled and the area returned to the workday status. It should be made clear in advance that all displays must be removed upon conclusion of the tour.

**Evaluation:** The first workday following the open house a lessons-learned meeting should be held. At this meeting all aspects of the open house should be reviewed including the positive, the problems, the numbers and everything else. From this, a list should be developed with suggestions for the next open house. This list of recommendations will help the next open house committee divert problems and may eliminate some of the work involved in an open house.

No matter what size your company is, an open house can be held. It will take a great deal of planning, cooperation and work. These concepts are a basis to start planning and can aid in producing a successful open house. 

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*Ronald F. Ribaric, CESRA, is Recreation Administrator, Martin Marietta, Orlando, Florida.*

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# BUILDING ASSOCIATION MEMBERSHIP

by Dennis Mullen



*Pratt & Whitney retirees support the employees club by inserting envelopes for an in-plant follow-up as part of a membership campaign. Retirees contributed over 2,500 man hours to the club for projects during the year.*

**E**mployee associations represent one of the organizational forms that has evolved in the provision of employee services and recreation programs. Each association has developed, through its own unique circumstances, varying degrees of support from its corporate entity. One common thread among all associations is that membership recruitment and retention are vital to their existence.

It is the nature of associations to bring together people of common needs and interests, providing programs and services that are not otherwise available to them. This uniqueness of the association and the benefits that it offers

are the major reasons for its membership support.

The program content of the association's offerings is the structure upon which a healthy membership is built. That program must be supported by the appropriate systems and procedures to ensure its efficient operation. A sound financial base, an effective communications network and the involvement of association members, will provide you with the basic tools needed to conduct a successful membership recruitment effort.

In the planning process, it is important to establish a realistic membership goal, assess all of your resources, pre-

pare a budget, outline an anticipated schedule of events and be prepared to monitor the membership's participation in all programs and events sponsored by the association. The selection of a theme, a slogan or a particular benefit will be helpful in setting a focus for the repetitive promotional campaign that is a part of the process.

You can divide your organization into categories—by plant locations or departments—assign team captains and promote a competitive spirit by using incentives or awards.

A membership drive is not a one-man job; the use of the committee process will increase your chances of suc-

cess. The following committees are recommended:

- General campaign committee: Serves as the clearing house for all matters pertaining to the campaign.
- Publicity committee: Prepares the publicity program.
- Program committee: Develops theme and slogans and arranges for meetings.
- Arrangements committee: Prepares all meal functions involved in the campaign.
- Prize committee: Selects and buys prizes for awards to recruiters.
- Auditing committee: Takes care of paperwork involved in receiving new-member applications and dues.

The most prudent approach to obtaining membership is the development of a never-ending recruitment program which is punctuated by an annual drive. The method selected for that drive may involve person-to-person contacts, direct mailings, the use of telephone solicitations or a little of each. Support from the corporation with a subsidy of association dues or the inclusion of payroll deduction for association membership will also complement your recruitment efforts.

## PERSON-TO-PERSON APPROACH

The person-to-person approach works the best for groups of a manageable size, requiring a high level of energy and substantial manpower effort. The volunteers recruited should not be asked to solicit more than 12 to 15 people, so if the prospect list includes 300 people, approximately 20 volunteers are needed. Their familiarity with the programs and their abilities to communicate the association's membership benefits are important; therefore, proper training is essential. Also, chances for success are increased if the volunteers are acquainted with their prospects.

The personal touch, the exertion of peer pressure and the opportunity for give-and-take interactions help to make the success rate of this approach better than others. Also, a by product of this effort is that the volunteers who assist,



will become more a part of the association, reaffirming and building their own membership ties.

In addition, the feedback gained from the personal interactions will be very helpful toward determining: which of the organization's benefits are of the most value to the members; which programs they would like to see expanded; and where the association's deficiencies are and how they can be improved.

## TELEPHONE SOLICITATION

In addition to the use of print materials for telling the membership story to prospects, telephone solicitation is ranked next from person-to-person contact in its effectiveness and it can be more efficient. A volunteer can make many more calls than personal contacts within the same period of time. Another advantage is that the caller invests his voice with your image, demonstrating that your association exists and it cares about him.

When properly trained, a well informed volunteer with a pleasant voice and common sense can become a very effective recruiter, pursuing the high-priority prospects on your list.

Additional assistance in establishing a telephone solicitation campaign may also be available from your local telephone company. Their cooperation stems from the desire to sell more phone service. Often times they will make available helpful booklets and even provide free training seminars for your volunteers. It can't hurt to ask!

## DIRECT-MAIL APPROACH

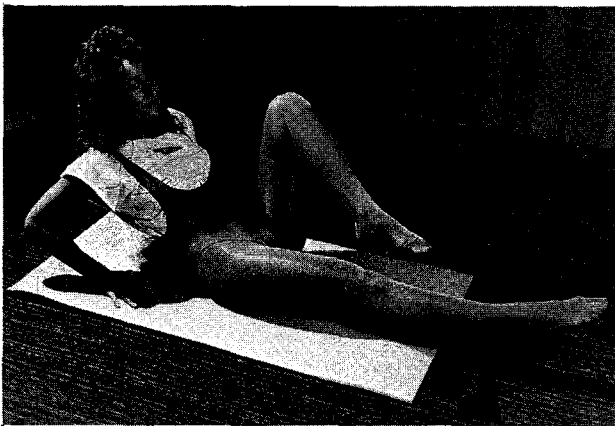
The direct-mail approach is more practical for larger associations. The challenge here is to differentiate your membership materials from the "junk mail" category. This can be done by printing distinctive envelopes to alert your prospects that the enclosed material is worth their attention, or perhaps dressing up your envelope to look more like an invitation. Other tricks of the trade include printing "The favor of a reply is requested" on the back flap of the envelope or running your material through a postage meter as opposed to using the bulk-rate stamp.

However you make your envelope distinctive, your solicitation should include the following supportive materials:

- Personal letter from the president.
- Membership brochure detailing benefits.
- Current issue of the house organ.
- Current promotional flyer of program update.
- Simple, attractive application blank.
- Return envelope.

A quick response to your mailing is important, otherwise your membership material may be misplaced or forgotten. Be sure to keep your new-member application simple and provide past members with the information that you have on file.

The use of premium incentives such as imprinted caps, T-shirts, pocket liners, buttons, and other visible items could be distributed to the first respondents and assist you in bringing your campaign slogan to others. An "Early



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Bird" drawing with valued prizes can also be effective. It is recommended that you provide many prizes of moderate value as opposed to a few high-ticket items. The more winners that you have, the more positive publicity you will receive.

Approximately one month after the initial contact has been made, the bulk of your responses should have been returned and promptly processed. A full scale follow-up is now appropriate, perhaps using the in-plant system as a cross check, in the event that your home address information was incorrect.

The experiences of The Pratt & Whitney Aircraft Club were fairly consistent with data provided by the American Society of Association Executives which shows the following percentages for payment responses.

Mailing	Renewal Responses
First	60%
Second	10%
Third	10%

These responses can be improved if your relationship with the corporation allows you to include an insert with payroll checks, bringing your reminder notice or application to them once again.

After allowing time for the second mailing responses, prioritize your prospect list. Previous members, new hires, or employees with children who may participate in family events are good prospects. Employees that commute a distance, van poolers and those who rely upon bus transportation are less likely to join an E.S.R. association.

Building a healthy association membership is a struggle, but it's a job that must be done. Once this task is completed your next challenge is to maintain members by providing the services promised to the best of your ability. An incentive to do this is knowing how difficult it is to replace a member that you have lost.



*Dennis Mullen is the manager of the Pratt & Whitney Aircraft Club, Inc., a private non-profit employee services and recreation association, based in East Hartford, Connecticut.*

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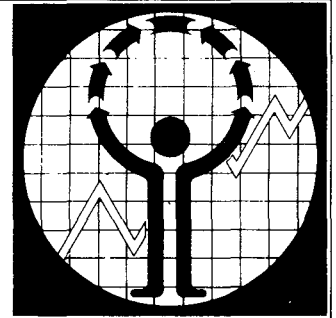
Address \_\_\_\_\_

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Send to: NESRA, 2400 S. Downing, Westchester, IL 60153.

# Medical Self-Care Programs

by John Niehaus, CESRA



**M**ost everyone has heard the cliché "an ounce of prevention is worth a pound of cure." With today's rising health costs, that "ounce" may well be worth more than a "pound." Consider the following:

- Health care is the nation's third largest industry, according to the April 14, 1986 issue of *U.S. News & World Report*.
- The average hospital room, alone, averages \$350 or more per day, reports the June/July 1987 issue of *Your Health & Fitness*.
- 70 percent of all hospital visits are termed "unnecessary," according to *Take Care of Yourself* by Donald M. Vickery, M.D. and James F. Fries, M.D.

Corporations have found that health/wellness promotion in the workplace is one way to help contain health-care costs. Another way to help contain these rising health costs is incorporating a medical self-care program into your existing health/wellness program.

Medical self-care and employee education can have an immediate, short-term impact. When employees use the health-care system wisely and less frequently, insurance costs, as well as absenteeism, go down. Traditional wellness programs—nutrition, fitness, smoking cessation, stress reduction, hypertension control, etc., work to reduce major chronic diseases, i.e., diabetes, cancer, heart disease, and provide more long-term medical benefits. Combining both types of programs can help the employee become more aware of his/her lifestyle; consequently, the employee is more likely to change lifestyle behaviors and become more responsible for his/her own health.

A general definition of medical self-care is the *learning how to correctly identify, diagnose, and respond to or treat minor self-limiting medical con-*

*ditions.*

Many employees already treat minor conditions such as cuts, bruises, headaches, sprains, etc., but often times from an uninformed position. Medical self-care programs give the employee the knowledge needed to correctly treat the condition in a more accurate, safe and effective way. It also educates the employee on how to help reduce the recurrences of these conditions and when to seek the medical advice/treatment from a physician.

Employees should develop the following medical self-care skills.

- Identifying significant symptoms.
- Selecting appropriate home diagnostic tests and understanding the directions.
- Identifying common self-limiting medical conditions (such as stress).
- Selecting and applying appropriate home-treatment steps.
- Determining the need to seek medical advice.
- Reducing recurrence of problem or condition.

One particular medical self-care program which has been used in several large companies is "The Medical Self-Care Sampler."

The program consists of five, two-hour sessions available at the corporate office or plant site after working hours. Education and skill development regarding the above information is discussed.

The program facilitator can be a nurse, physician, health educator or educational trainer knowledgeable in health. Specific session titles have included "Your Medicine Chest: Friend or Foe," "The Dangers of Eating American Style," "Who's in Charge of Your Health" and "Becoming a Wiser Buyer/User."

This type of course can be offered free of charge or a small registration

fee could cover the cost of educational materials. The following materials are suggested for the "sampler" course:

- *The Medical Self-Care Sampler* by Sehnert (for facilitator). Cost: \$35.00
- *The Family Medical Handbook* by Sehnert and Eisenberg, Grosset and Dunlap, New York, 1975. (for use of participants) Cost: \$2.95
- Blood pressure cuffs, stethoscopes, etc., may be borrowed from the company medical department.

Resources for medical self-care topics are limitless, often inexpensive, and in many cases free. One such resource is the Red Cross. The Red Cross, offering classes in first aid and CPR, is an excellent resource to educate the employee on how to identify, diagnose, and treat medical conditions. Public health departments, HMO's, hospitals and health associations provide free booklets, pamphlets, brochures on a variety of medical topics. Clinics and free testing ranging from good nutrition to hypertension are being co-sponsored by hospitals with supermarkets and other community organizations.

Educating your employees and providing information on these and other medical self-care topics can enhance your health/wellness program and help your program be more cost effective.



John Niehaus, CESRA, NESRA Region V Senior Director, is Employee Services Representative of Unysis Corporation, St. Paul, Minnesota.

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# An Alternative to Performance Review: A Professional Growth Plan

by Mary Riley, Ph.D. and Richard Noland, Ph.D.

**B**usiness organizations are finally admitting that performance reviews are not working. There is growing concern that performance reviews are more concerned with hire/fire decisions than increasing productivity. Let's examine the most frequently used performance review systems to evaluate their effectiveness.

There are three prevalent employee review systems. We feel that each has a basic flaw that severely limits its effectiveness. Type A Performance Review is unstructured. The reviewer/supervisor simply describes the employee's strengths and weaknesses by writing at least one long, analytical paragraph about the workers.

Type B Performance Review is more structured. Management gives the reviewer a scale on which to rate an employee's performance from *excellent* to *unfavorable*. Scores are recorded for such factors as communication, promptness, quantity of work, ability to delegate tasks and dress code.

Type C Performance Reviews incorporate a major new component added during the 1970s—goal setting. This hybrid system simply adds goal setting to an existing A or B type review. Type C review is presented as an important productivity tool.

Do any of these review systems actually affect a worker's productivity? Or do the review systems' flaws block their effectiveness? With a Type A performance review, it is assumed the supervisor is a competent writer who is both comfortable and well-equipped to compose a series of grammatically correct paragraphs. There is no doubt that a number of supervisors who are able to achieve high performance from their employees have never developed good

writing skills. Consequently, the review process is either assigned to a personnel manager or not done at all. In both cases there will be a lack of direct feedback from the supervisor to the employees.

Type A reviews are also dependent upon a second assumption. It assumes a supervisor is competent to both analyze and correctly describe how effectively an employee is performing the work.

But let's assume supervisors have completed well-written statements that describe employees' effectiveness. Are the reports effective in increasing productivity? Rarely. In fact, the reports are frequently counterproductive.

Reviewers have generally gathered and collated information from only one point of view—their own. In fact, employees may never even have been consulted. Also, reviewers assume the position of judges. Consequently, the report becomes more an indictment than a review. Type A performance reviews are a flawed management tool.

Type B performance reviews attempt to rectify some of the Type A review problems. The usual Type B review pre-selects certain areas to evaluate. Communication, promptness, quality and quantity of work, ability to delegate, dress and technical knowledge are common areas often included. Next, a rating scale is established. An employee can score between excellent and unsatisfactory in each skill area. Or, if the system is numerical—between 1 and 5.

This system obviously eliminates one major disadvantage of Type A reviews—the need for a paragraph of good grammatical writing. Instead, it codi-

fies a manager's observation into a supposedly more objective evaluation tool that focuses the manager on the performance of the employee, not his/her writing skills.

Do the predetermined categories and rating scales really create a more objective system of review? It is the rare manager who is an impartial judge. Most managers have a difficult time appreciating their opposites. For instance, an analytical manager may see spontaneity as immature behavior and a threat to the organization. This simple difference in style could be the source of an employee's "unsatisfactory" rating in "communication." According to an analytic supervisor, a spontaneous employee simply talks too much!

Whenever an employee is confronted with low scores the same reactions occur—a desire to *fight* the evaluator's opinions or a desire to *flee* the rejection symbolized in the scores. The illusions of objectivity, however, make it much harder for an employee to understand that a score of "unsatisfactory" is simply one person's opinion of his/her contribution to the work.

Type B performance reviews, then, still retain a major flaw. They set a judgmental relationship between supervisor and employee which reflects the worst aspects of a parent-child relationship. Also, they give both the reviewer and reviewee no way to deal with the future.

Type C performance review attempts to do just that—deal with the future. During the 1970s, management recognized the need for reviews to contribute to productivity. Type C performance reviews added a new component—goal setting—onto existing performance review models. The

# MANAGER'S MEMO

new style review became Type A plus goal setting or Type B plus goal setting.

Many management courses addressed goal-setting, and in each course, there was one repeated theme: It is extremely important for managers and employees to set goals *together*.

The intellectual leader of this goal setting movement was Peter F. Drucker. He saw a need for managers to answer this famous question—"What business are we in?" e.g., selling widgets, customer service, quality, one billion band-aids, etc. There was such hunger for this type of clarity and objectivity in management that large and small companies throughout the United States adopted Drucker's "Management by Objectives" as their basic management tool. Performance reviews with *specific objectives* remained the dominant style in the 70s and 80s.

Unfortunately, the system did not produce the results expected. Not only did many employees show great resistance to adopting management's objectives as their own, in some cases they actually avoided doing work which would produce the desired results. Managers and employees alike became discouraged about a review system that took so much time and produced so little in results that the forms, books and seminars went unused.

Management by Objectives often becomes goal setting from the top down. One level of management pushes their objectives down the throats of the managers below them. The system creates subtle resistance, lack of cooperation, disinterest and passivity.

Often lower levels of management and employees do not have skills in setting goals; however, they are frequently the experts in what needs to be done. When a goal is handed down to them from top management they may be intimidated into accepting the goal without any input. The result is not only the possibility of a poor goal or objective but also a lack of commitment to meet it. Only the struggle to make a decision for or against a specific objective creates a real commitment.

The ideal of managers and employees setting goals mutually is rarely achieved. Instead of insisting that su-

pervisors actively seek the input and opinions of each employee, management finds it easier and less time consuming to hand down its objectives. Employees usually fall short when judged against objectives they did not participate in creating.

If there are so many problems with performance reviews, should we eliminate them altogether? If they in fact are not contributing to productivity, should they go the way of the slide rule? We don't think so. Control of our organizations demand systematic feedback and track records of employee performance. Instead we need to create a system of performance review that eliminates the flaws. We need a performance review system that overcomes the problems of Type A, B and C.

Let's imagine a performance review system that does not require the reviewer to be a good writer, that does not put the reviewer into the position of a judgmental parent, that does not deliver a new set of goals to the employee to work through and, finally, does not require hours of time and preparation. Does this sound possible? It not only is possible but is in fact working in companies all over the country.

In 1979, a group of researchers and trainers at a division of Xerox developed a multi-million dollar professional growth plan that became known as the Morgan Method. This professional growth plan incorporates all the benefits of Type A, B and C review systems without the flaws previously mentioned. In fact the uniqueness of this performance review system is that it increases morale and productivity at the same time.

## THE BEST APPROACH

In developing a review to actually increase morale, productivity and communication, the idea is to remove the negatives of other systems and replace them with positives. The review also should include these basic objectives: improve job performance, improve working relationships between employee and supervisor, and increase employee satisfaction.

The Morgan Method incorporates these concepts and is based on three simple steps:

### 1 Skills most important to the employee's job are discussed.

A pre-review form, listing various job skills, is completed by both employee and reviewer before the review meeting. At the meeting, both discuss the relative importance of each skill.

It is crucial that the employee and reviewer discuss these points. Very often low morale develops when an employee spends all his energy on skill X. Then, at promotion time, an employee performing skill Y gets the promotion. The first employee may have gladly done Y, but no one told him it was important.

With the Morgan Method, when the supervisor rates priorities and defines important job activities, everyone benefits in the end.

### 2 Discuss job skills the employee performs well.

In this step, pre-review forms offer another list of job-related skills. Before the meeting, both parties check areas where each feels the employee is strong. In the Morgan Method there is no discussion of the employee's weakness.

You may think, "It's Pollyannaish to tell people their strengths, but not weaknesses. That's an unreal world." Remember, our aim is to increase productivity, not judge and criticize. Dale Carnegie often would say "No one was ever changed through criticism."

Xerox Learning Systems once surveyed different types of employees. They were asked what motivated them to do a good job. The overwhelming majority said "recognition." If recognition is built firmly into the review, change will occur.

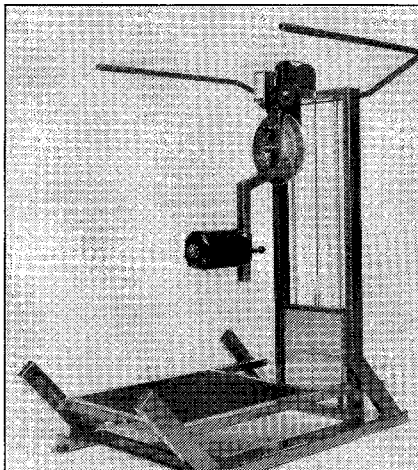
### 3 Set mutual goals—the heart of the Morgan Method Plan.

In the Professional Growth Plan, the reviewer and employee essentially perform equal roles. Specifically, each comes to the review meeting prepared to tell the other three things that he or she could do to make the job more productive.

*Continued on page 35*

## Hip Machine Available

LifeStyle Fitness, Inc., recently introduced the "Hip Machine" as an addition to the LifeStyle Fitness System—a line of variable resistance weight lifting machines.



Four major types of exercises can be performed on the machine including hip flexion, extension, adduction, and abduction. The Hip Machine's cam has 23 positions, providing a 270 degree range of motion. Unlike many machines, LifeStyle's platform is adjustable, enabling the hip to be properly aligned with the cam axis and its unique design also permits quick, one-handed adjustments while an adjustable resistance arm eliminates pressure on the knee ligaments.

Each of the LifeStyle Fitness System stations is designed to ensure proper training form while providing direct stimulation of each muscle group. In addition to these variable resistance machines, LifeStyle Fitness has a complete line of free weight equipment.

For more information, contact: LifeStyle Fitness, Inc., 3505 Eighth Street South, Suite 4, Moorhead, Minnesota 56560, (218) 233-5230.

## Sport Towel Catalog Introduced

Devant Ltd. introduces a new line of plush, quality terry velour towels. Devant provides all sizes of towels ranging from golf and tennis towels to

beach towels which can either be printed with a soft dye system for maximum softness and durability or custom embroidered with any company logo. Devant also carries terry velour robes, shower wraps, ensembles, canvas bags, wristbands and headbands.

For more information, contact Devant Ltd., P.O. Box 279, Monroe, North Carolina 28110, (800) 334-3487 or (704) 289-9441.

## Floodlight Introduced

The new PF-400® Powerflood® floodlight from GE Lighting Systems Department offers many standard and optional features that will fit almost any type of high intensity discharge (HID) floodlighting application. Compact and lightweight, the PF-400 floodlight can be easily installed with trunnion, wall, or pipe mounting.

The floodlight uses HID lamps from 200 through 400 watts, mounted either vertically or horizontally for greater flexibility in light distribution patterns. Aiming is simplified by a "sight-track" quick aiming sight molded into the top of the die-cast aluminum housing.

The contemporary styling and dark bronze color of the PF-400 floodlight complements most architectural settings and the low projected area lessons wind loading.

For more information, contact: W. W. Russell, manager, Communications and Market Development, GE Lighting Systems Department, P.O. Box 2707, Hendersonville, North Carolina 28793, (704) 693-2198.

## Emergency Medical System Offered

MED-FAX, a fully automated, emergency medical information system, instantly provides vital patient information in a medical emergency which not only allows emergency personnel to respond faster but also aids in cost containment by reducing emergency room expenditures.

The MED-FAX voice computer ac-

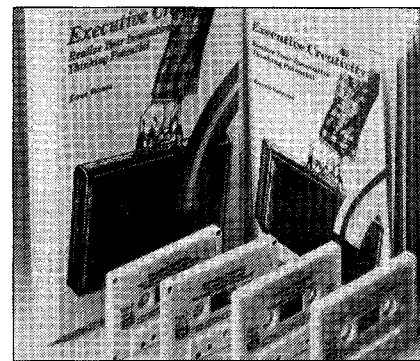
tually "speaks" to give information including physical problems, medications, allergies, blood type, relatives and physician to contact, insurance information and more, directly over the telephone to emergency room personnel, worldwide. The system can even be accessed from a moving ambulance!

MED-FAX enables emergency personnel to provide the best treatment and protect their liability. Corporations can use the system as an important benefit for traveling executives and general employees. The emergency personnel can be requested to contact the corporate medical staff who can oversee treatment, and also alert management to take immediate action to minimize the impact of the absence.

In an emergency, medical personnel simply pick up the telephone, call MED-FAX and access the computer.

For more information, contact: MED-FAX, 618 Venice Boulevard, Marina del Rey, California 90291, (213) 821-1984.

## Creativity Program Available



Asher-Gallant Press, a division of Caddylak Systems, Inc., announces the recording of a self-learn audio cassette program designed to dramatically increase the flow of creative ideas. Conducted by Karen Vetrone, top rated creativity trainer and seminar leader, you will learn how companies like 3M, Disney, and American Express come up with new product and marketing ideas.

The album consists of four audio cassettes and a practical workbook to help you discover the secret of creative

problem solving, how to overcome creative blocks, methods to unleash your hidden creative energy, how to turn failure into success, and more. The program can be used individually or with a group. Cassettes are available from Asher-Gallant Press for \$49.95.

For more information, contact: Phyllis Zolan, Caddylak Systems, Inc., Dept. PZ, 60 Shames Drive, P.O. Box 1817, Westbury, New York 11590-1768, (516) 333-7440.

## Health Benefits Software Offered

The new PRO\*CLAIM software system, from PRO\*Systems, is a comprehensive on-line claims administration and processing system. The user-friendly, affordably-priced software is available for use with almost any mini, micro, or mainframe computer.

Its capabilities include: automatic eligibility and duplicate claims checking, rider processing; medical, dental, and disability pricing; checks registers, and reconciliation; FICA, 941, 1099, and W2; statistical reports; a powerful search-and-find capability; plus many more features.

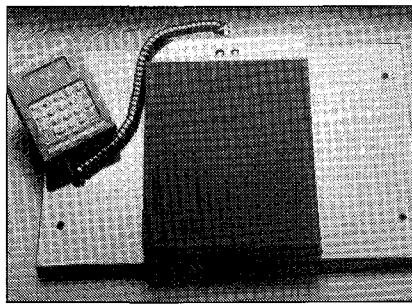
PRO\*CLAIM system software is available for large self-insured companies, insurance carriers, third-party administrators, and smaller-size companies that want to self-administer 100 percent of the functions required for employee benefit funds.

For more information, contact: Vincent A. Loparo, PRO\*Systems, 25100 Euclid Avenue, Suite 110, Euclid, Ohio 44117, (216) 731-2323.

## Athletic Training Tool Introduced

ReflexMaster,™ developed and marketed by Martial Sciences, Inc., is a reflex training tool which provides athletes with a professional method to monitor and speed-up reaction time. The tool creates a simple-to-use test where the trainee responds to randomly-timed visual stimuli by striking a target pad.

ReflexMaster™ promotes steady im-



provement in high speed reflexive performance with repeated use. By improving the speed of athletes' reactions, the tool enables them to respond more quickly and more intelligently to the moves of an opponent. The improved reflexes can be transferred to heightened performance in all sports which require immediate decision making and high-speed reflexive action, including tennis, racquetball, handball, baseball, football, soccer, basketball, volleyball, and, of course, martial arts, etc.

For more information, contact: Larry Mah, Martial Sciences, Inc., P.O. Box 620006, Woodside, California 94062, (415) 368-2222.

## Audiobooks Provide Self-Help Program

Feeling Fine and Random House have just published the first eight audiobooks in "Dr. Art Ulene's Library of Good Health." Each audiobook contains a one-hour audio cassette and a booklet.

Feeling Fine also has six video programs on exercise, back pain and pregnancy topics. Also, a paperback on AIDS and a book on cholesterol are scheduled for release this fall. Eventually, the audiobook library will include more than 30 titles.

Given adequate volume, audiobook and video programs can be customized with company names. The Feeling Fine self-help programs can be useful for companies interested in reaching the vast majority of employees that do not attend special centers or workshops.

For more information, contact: Feeling Fine, 3575 Cahuenga Boulevard West, Suite 440, Los Angeles, California 90068, (213) 851-1027.

Continued from page 33

At the meeting the reviewer might suggest to the employee: "John, you could make my job better if you made a real effort to come in by 7:30 every day." The employee, in turn, might say: "You could make my job better for me by offering weekly feedback on certain tasks I perform. I need to hear more often whether my numbers are accurate or not."

But goal-setting doesn't stop there. For each goal, both the reviewer and the employee must state specifically what it means. If an employee wants better communication, define if it means clearer oral instructions, more frequent written instructions, or just saying hello in the morning. Define the goal precisely.

Does this sound like it takes too much time or is too complicated? Well, it's not. The professional growth plan requires some training in order for it to work efficiently, but remember the goal is increased productivity as well as morale.

## SUMMING UP

This is the essence of the Professional Growth Plan. Needless to say, many of its philosophies run counter to many standard management practices. In the end, the facts speak for themselves. Astonishing results appear in higher productivity and lower turnover. One company went from using 58 man-hours on a regular project to 45 after applying this method.

The success of a professional growth plan like the one just described is the mutual goal setting process. It may not be the answer to all employee relations problems but it is proof that an alternative to the standard performance review systems can work efficiently and in the best interest of the organization, the reviewer and the employee. ☺

Mary Riley, Ph.D., is President of Morgan Method, Inc., a consulting firm committed to simultaneously increasing employee morale and productivity. Richard Noland, Ph.D., is Assistant Professor of Business at Linfield College, McMinnville, Oregon.

# NETWORK

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**Association of Corporate Employee Services Specialists/New York, New York.** Contact Gloria Roque—(212) 887-6043.

**Massachusetts Association for Recreation and Employee Services/Boston, Massachusetts.** Contact Joanne Haynie—(617) 391-2421.

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**(1987 Chapter Merit Award Winner)**

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**\*Southern Nevada Employee Services and Recreation Association.** Las Vegas, Nevada. Contact Ed Swain—(702) 361-4353.

**Tri-County Industrial Recreation Council/Santa Clara, California.** Contact Virginia Kiepert—(408) 742-5758.

**\*Chartered in 1987**

## CONFERENCES & EXHIBITS

**The 1988 NESRA Conference and Exhibit** will be held May 11-15, at the Buena Vista Palace in Orlando, Florida. For more information, contact NESRA headquarters—(312) 562-8130.

**October 29-31, 1987. NESRA Region VI Conference and Exhibit.** La Mansion Del Rio, San Antonio, Texas. Contact Tamra Torres—(214) 462-4265.



# Know us by the companies we keep



The National Employee Services and Recreation Association is known by the companies it keeps—year after year. More than 3,000

members represent NESRA which was established in 1941. Through cooperation and interaction, they have helped each other develop the finest recreation programs and services for their employees. NESRA, the only association of its kind in the world, provides "ready-made" programs for immediate implementation, technical advice and other valuable services. These services are designed for developed or underdeveloped programs and for full-time, part-time or volunteer coordinators of employee activities. NESRA is a vital communications link between members. This is why the Association has grown steadily in value and recognition. And this is why you really owe it to yourself to find out what benefits you and your employees might be missing. NESRA is ready to help. Get the entire story. No obligation—just information. Write: Director of Membership, NESRA, 2400 S. Downing, Westchester, Illinois 60153. Phone: (312) 562-8130.

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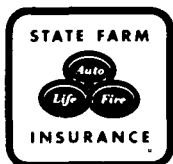


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# NESRA PUBLICATIONS

## Program Growth Idea Folder

Provides ideas and tips which will help perpetuate your program and allow it to grow in today's uncertain business environment. Includes information on establishing a separately-chartered employee club; a number of revenue producing programs such as equipment rental, wearables programs, paper recycling; and much more.

Member Price—\$10.00

Non-Member Price—\$20.00

## An Introduction to Industrial Recreation: Employee Services and Activities

This textbook is an invaluable resource for the student, new practitioner and veteran administrator. Covers economic and ethical background, practical program implementation guidelines, and the place of the professional recreation director in business, industry and government. Hard cover. 236 pages.

Price—\$25.00

## The Traveler's Fitness/Health Directory

Now when you travel, you and your employees don't have to leave your fitness program behind. This handy 112-page pocket-sized guide lists hotels with fitness facilities in 35 major U.S. cities as well as local running areas, the anti-jet lag diet, a directory of airlines which offer special dietary menus, and much more.

Price—\$3.00

## Fitness Training for Improved Opportunity and Job Performance/Firming Up the Firm

Essential information for employee services managers who need to show top management how fitness affects the "bottom line." Conducted by the University of Tulsa, the findings of this nationwide survey indicate that employee fitness improves the quality of work and job safety. A 70-page workbook is also included which provides instruction for a 30-minutes-a-day, 6-day-a-week guide to overall physical fitness.

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## Motorola's Recreational Manual

A comprehensive, 240-page volume particularly helpful to those needing assistance in administering employee recreation programs. Covers a wide range of employee services and activities with sections on safety, insurance, financing, recognition, banquets and the planning of on- and off-site employee activities.

Member Price—\$35.00

Non-Member Price—\$40.00

## Principles of Association Management

A basic guide for the recreation association administrator. Includes sections on motivating members and employees, marketing and promotional activities, and income and financial management. Published cooperatively by the American Society of Association Executives and the Chamber of Commerce of the United States. 437 pages.

Member Price—\$21.00

Non-Member Price—\$26.00

## Standard Sports Areas

A must for companies considering building sports facilities. This 64-page manual offers official dimensions and specifications for more than 70 sports areas including softball diamonds, volleyball, basketball and tennis courts, swimming pools and sports arenas.

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## Employee Services Management Magazine

Monthly professional journal for employee services and recreation directors, leaders and program coordinators. The only publication in its field. (Subscription included with NESRA membership.)

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# Employee Services Management

JOURNAL OF EMPLOYEE RECREATION

HEALTH AND EDUCATION NOVEMBER 1987



## Recreation Facility Design



# NESRA

## Services and Activities

### Purpose

The National Employee Services and Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of employee services and recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' programs, to form new programs and to keep members abreast of all developments in the field.

### Services and Activities

**EMPLOYEE SERVICES MANAGEMENT**—Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make employee services and recreation programs more successful.

**Periodicals**—In addition to *EMPLOYEE SERVICES MANAGEMENT*, *Keynotes*, a newsletter of program ideas, is published for members.

**Consultation Service**—NESRA consultants, staff, past presidents and Association members are available for consultation or speaking engagements.

**National and Regional Conferences**—Five are conducted annually to stimulate participation in the employee programs. The amateur events are primarily postal and can be conducted at the member location or nearby.

**Membership Directory**—A complete listing of the NESRA membership published annually includes telephone numbers and addresses.



**Awards**—Given annually for outstanding member leadership and achievement in areas of employee services and recreation administration and programming; for outstanding overall programs and for specific activities. NESRA also presents special top management honors.

**Conferences & Workshops**—NESRA's Annual International Conference and Exhibit, open to all NESRA members, is where educational sessions and seminars are conducted. Regional conferences and exhibits are also conducted for educational purposes near a member's location.

**Certification Program**—NESRA certifies employee services and recreation administrators and leaders after they successfully complete the Certified Employee Services & Recreation Administrator/Leader requirements.

**Employment Services**—Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and search service offers referral of candidates for recreational positions.

**Intern Program**—Upper level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or part-time basis.

**Research Foundation, Reports**—NESRA and the NESRA Education and Research Foundation develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted cover all phases of employee recreational activities. The studies enable members to evaluate their programs and to keep informed of trends.

### Types of Membership

**General**—Available to persons representing business and governmental organizations that are responsibly engaged in the field of employee services and recreation, personnel, human resources, employee relations, employee fitness and health and leaders of employee services/recreation associations.

**Associate**—Available to companies, trade associations and other business organizations and enterprises, dealing in products and/or services, which wish to establish a relationship with the Association and its members, for mutual benefit, or to contribute to the development and enhancement of employee services/recreation projects or programs.

**Chapter**—Available to any Chapter and its membership based upon 100% affiliation.

**Academic**—Available to institutions with schools of business, recreation, leisure studies and physical education interested in the field of employee services and recreation.

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**Because employees  
are a company's  
most valuable asset.**

For nearly half a century, the National Employee Services and Recreation Association has been preaching that employee services, recreation and fitness programs make good business sense. That a work environment which satisfies its users' physical and psychological needs is conducive to greater productivity. That happy and healthy employees result in reduced absenteeism and turnover, and higher work-force morale. That the time for a humanized workplace is now.

Nearly 3,500 companies throughout the United States, Canada and Mexico now call themselves NESRA members and practice what we preach. Through such human resources tools as employee assistance, fitness, sports, travel, education, pre-retirement planning and discount programs, they have realized the corporate benefits of employer-sponsored, non-negotiated benefits.

To tap into NESRA's information network, its publications, conferences, program consultation, awards, tournaments and ready-made discount programs, contact NESRA at 2400 S. Downing, Westchester, IL 60153, 312/562-8130 and join the rest of today's progressive companies who benefit from practicing what we preach and teach.

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## SEE YOU NEXT YEAR at the NESRA Conference and Exhibit

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May 11-15, 1988

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# EMPLOYEE SERVICES MANAGEMENT

Volume 30 · No. 9

## In this issue . . .

You have just succeeded in convincing your company to build an employee recreation facility. Now, thousands of questions are hurled at you regarding number of lockers, kind of aerobic flooring, etc. Before you become too deeply involved in design and construction, read "Recreation Facility Design: Planning from Paper to Plaster" to find out what questions need to be answered first.

If there were only one prerequisite for being an employee services manager it would be that s/he must be able to work well with other people—the key to using in-house resources effectively. Turn to "Making Use of In-House Resources" to learn how NESRA members are building rapport and using their company departments.

For years the United States Armed Services has been providing leisure-related activities to active duty personnel, their dependents and retirees. Read "Military Recreation" to compare and contrast corporate recreation programming to military, in terms of purpose, hierarchy, variety of activities, funding and eligibility to participate.

Whether you are listening to your boss, peers or employees, you can gain control of your discussions by practicing effective listening skills. Turn to "Business Communication: Developing Good Listening Skills" to learn how better communication can add to the confidence and success of employees.

Employee Services Management (ISSN 0744-3676) is published monthly, except combined issues in December-January and May-June, by the National Employee Services and Recreation Association, 2400 S. Downing, Westchester, Illinois 60153, 312/562-8130. Sixty days notice in writing with old and new zip codes is required for uninterrupted service in the case of address changes. U.S. subscription rates are \$22 annually (2 years/\$38, 3 years/\$53) or \$2.50 per issue. Views expressed by contributors do not necessarily reflect the opinion of the association. Second Class postage paid at Westchester, Illinois and additional mailing office.

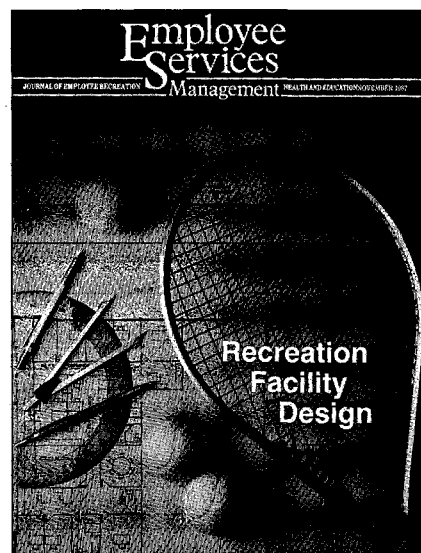
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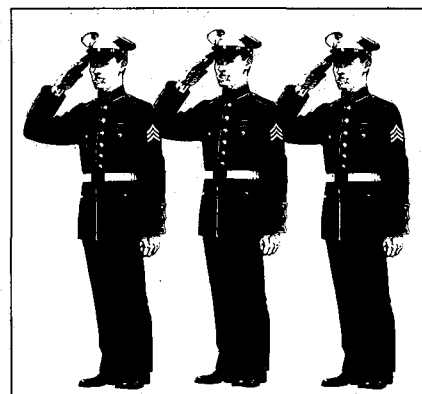
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Journal of the National Employee Services and Recreation Association, a nonprofit organization with international membership, dedicated to the principle that employee services recreation and fitness programs are essential to effective human resources management.



## Women Lead in Sports Participation

According to a survey conducted by the National Sporting Goods Association, women constitute a majority of participants in ten of the 45 activities listed, the September, 1987 issue of *American Fitness* reports.

The following indicates the percentage of women participants in the activities below:

- Aerobic Exercising . . . . . 86.8%
- Gymnastics . . . . . 70.7%
- Exercise Walking . . . . . 64.5%
- Ice Skating . . . . . 57.2%
- Calisthenics . . . . . 54.6%
- Cross Country Skiing . . . . . 54.6%
- Swimming . . . . . 53.3%
- Bicycle Riding . . . . . 52.4%
- Volleyball . . . . . 52.1%
- Exercising with

Equipment . . . . . 50.2%

The report is based on a survey of 75,000 Americans. A participant is de-

fined as someone seven years of age or older who plays a sport more than once within the year. For swimming, exercise walking, bicycling, exercising with equipment, running/jogging and aerobics, participation is defined as playing the sport six or more times within the year.

The report also provides demographics by age, sex, household income and region of the country.

## Business Centers at the Airport

Business travelers are finding the need for business services in airports in order to use their hours more constructively while waiting for connecting flights and other delays, the September, 1987 issue of *Frequent Flier* reports.

Airports have traditionally been "vast wastelands" when it comes to business services. Even some of the world's

largest airports do not provide business travelers with the basic necessities such as photocopiers, telex machines, secretarial services and quiet work areas.

In response to this need, the concept of a business service center has become an instant success. Mutual of Omaha opened 17 service centers in a dozen U.S. airports.

The centers offer: long- and short-term baggage and garment storage; photocopying and secretarial services; private telephone suites with work areas; notary public service, facsimile transmission and reception, telex message services, foreign exchange, emergency cash and travel insurance, airline ticket pickup, and express mail and electronic mail dispatch. Hourly conference room rental and computer-time rental are also offered by many of the centers.

Fees for these services vary depending upon location, but the usual cost for a telephone suite is \$3.50 for the first three minutes and 45 cents for each



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## NEWS IN BRIEF

additional minute. Secretarial services are \$15 per hour, Fax messages can be sent for \$10 (for the first two pages and \$2.50 for each additional page) and received for \$3 per page. Conference rooms are \$40 per hour and \$15 for each additional hour.

Hotels located near airports are also providing business services for reasonable prices. Their services are available to transients as well as hotel guests.

The demand for airport business services is so great that airport clubs are being used for work space rather than a place to have a drink and read the paper. Many airlines are revamping their lounges to include work desks, conference rooms and photocopying machines.

A number of airlines are in the process of providing on-site access to computers to airport club members. Many of the computers will have modems that allow members to access their own electronic mail systems and on-line data bases.

### Choosing Leisure Time Wisely

Whether you collect stamps, bake cookies, volunteer to help the handicapped or go wind surfing, satisfaction from leisure time is dependent upon how you define leisure time and what you expect from it, according to experts.

*U.S.A. Today* reports that there is a difference between aimless free-time and pleasurable leisure time. You may have free time waiting for your train to arrive, but you must meet the following two conditions to turn free time into leisure:

- Do something you enjoy.
- Do something for its own sake, not just to get it over with.

Leisure should provide the following, according to Linda Berg-Cross, a Howard University psychology professor:

- Solidarity with others: Even if you are alone, you must feel connected with others. For example, you can sculpt animals, but you should feel connected to other artists.

- A sense of learning: It must stretch your mind or improve your skills.
- Entertainment: At some point, it should make you laugh.
- Physical release: It should release energy and anxiety.
- Aesthetic appreciation: It should give you a sense of beauty, whether you go for a walk in the woods or have dinner in a pleasant atmosphere.

Because no one activity will provide all of these things, a satisfying leisure lifestyle will include a number of activities that provide all of the above.

### Profile of an Early Retiree

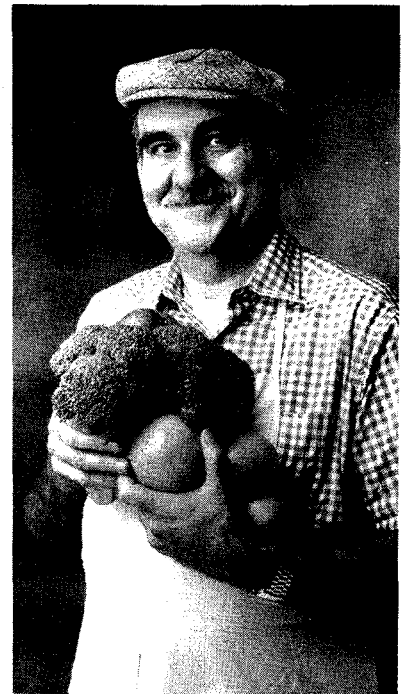
They are less religious, more involved in leisure activities, less proud of their work and disenchanted with their bosses and the company. Industrial psychologists of AT&T conducted a study to find the character traits of workers who jump at early retirement incentive programs. The researchers found that managers who accepted early retirement had a different outlook on work and life than those who stayed, the *Wall Street Journal* reports.

The study involved 85 male managers who accepted an early retirement package in 1984 and 1985 and 52 who remained. The two groups were among a larger group whom researchers had been tracking at intervals since the mid-1950s.

The following three types of characteristics distinguished early retirees from those who remained.

- **Worker Motivation and Attitudes:** Those who retired gave less priority to work, were less conscientious about submitting quality work, and were more likely to have given up on further promotions.
- **Personal Values and Interests:** According to Ann Howard who headed the study, the early retirees were a fun-loving group. They rated higher on the "escapism" scale, meaning they were more likely to pursue activities to escape from the routine of daily life. In an interview one manager said,

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"I don't live in the world of work; I live in many worlds of hobbies and books." In contrast, managers who stayed were more involved in religions or spiritual aspects of life.

- **Financial Feasibility:** Of course, the early retirees had fewer financial worries and less need for a secure job. The study indicated that they were less motivated to add to their financial resources than those who stayed.

By conducting these kinds of surveys, companies could avoid the moral problems of sweeping early retirement incentive programs by identifying potential early retirees and targeting the programs to them.

As companies reduce their workforce through early retirement incentive programs, many are concerned they might be losing too many key people. This research may dispel that concern.

Although there was no substantial difference in job performance between those who stayed and those who retired early, Howard believes a company is better off losing the ones who don't feel as good about the company.

Still, most of the early retirees interviewed spoke positively about their careers and employer, separating the ill-will they felt in their last few months at work.

## Majority of U.S. Companies Offer Wellness Programs

Results of one of the largest surveys ever conducted on corporate wellness programs indicates that 65.8 percent of American companies have some form of worksite wellness activity, the September, 1987 issue of *Club Industry* reports.

The national survey, published by the federal Office of Disease Prevention and Health Promotion (ODPHP), was undertaken to discover what types of wellness activities are being offered.

Of the 1,358 worksites (having 50 or more employees) surveyed, 894 offered some form of activity in at least one of nine categories: smoking cessation, health-risk assessment (top two



items offered), weight control, fitness training, off-the-job accident prevention, back care, stress management, high blood pressure prevention and nutrition.

Because ODPHP's primary function is to track national health goals, one of the best indicators of whether these goals are being met is by monitoring measurable corporate program activities.

## A Call for Corporate Volunteer Programs

A recent Gallup Poll revealed that 89 percent of citizens in urban areas would, if asked, be willing to participate in a volunteer service activity, the fall, 1987 issue of *Management Strategy* reports.

This implies that over one billion hours of time per month could be devoted to volunteer service.

In addition, top women executives

who put in long hours at the office still find time for charitable or community work, according to *USA Today*. For example, out of 275 members of a women's international professional association, 96 percent donate their time to such causes. And 30 percent of these women work more than 60 hours per week; 80 percent put in more than 45 hours per week.

Corporations are responding to this interest by developing a variety of volunteer programs and policies. To assist with this process, the American Management Association has published a briefing entitled "Worker Volunteering: A New Resource of the 1980s" which outlines five types of programs including:

- Individual matching: employees are matched with volunteer activities comparable to their job.
- Group projects: the most visible form of corporate involvement.
- Time off: employees are released

from the job to volunteer in the community.

- Loaned personnel: employees are loaned to the community for specific projects.
- Social service leave: Employees work on a community project for a certain amount of time but are granted full or partial pay.

## In-House Travel Agent Cuts Costs

Company business travel policies may be difficult to enforce due to the nearly 300,000 airfares changing daily.

According to the September, 1987 issue of *Inc.*, new computer systems that give companies more direct control over travel expenses are becoming available.

A corporate travel agency in Stamford, Connecticut, has already developed software that matches available

## NESRA Education and Research Foundation

The sole research organization in the field of employee services and recreation, NESRA's Foundation funds biannual field surveys delivering data on salaries, budgets and programming trends; studies on the programs and productivity; and ongoing market research.

A donation to the Foundation brings closer the day when employee services and recreation will appear on every company map.

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airline, hotel and car rental prices with a company's travel policy.

The system works by using a personal computer and a modem to access an agency computer which offers a list of options, based on the company's needs.

The agency claims that the system is not biased toward any particular airline and that clients can cut their travel budgets between 13 percent and 27 percent.

Training at the facility in Stamford and the software are free. The only cost to the client is the PC, modem, personnel time and other incidentals. The agency, which makes money on the commissions, will only accept customers averaging at least one trip per week.


### "The World's Cleanest Cigarette"

In an attempt to turn the anti-smoking tide, R. J. R. Nabisco Inc., introduced a miracle cigarette, reports *The Wall Street Journal*. It produces little smoke, no tar, no ashes and no smell.

If taken seriously by smokers and nonsmokers alike, this cigarette has the potential to reduce some of the social pressure and guilt many smokers suffer. Smokers may no longer be forced to sneak a smoke outside their corporate nonsmoking environment. Instead, policy makers may regard these cigarettes as an acceptable exception in smoking restricted areas.

The smoke this cigarette does produce is only given off immediately after being lighted. Although exhaled smoke will resemble normal cigarette smoke, it will dissipate more quickly, and won't smell or contain many of the compounds causing concern.

Some nonsmokers are irritated with more than the tangible smoke and ashes. They tend to associate a self-discipline deficiency with one's need to dangle a cigarette from one's mouth.

Even with its new features, this premium priced cigarette will not be labeled "safe" or "safer." It will simply be without some ingredients which consumers are cautioned against. 

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Member Price—\$10.00  
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## The Traveler's Fitness/Health Directory

Now when you travel, you and your employees don't have to leave your fitness program behind. This handy 112-page pocket-sized guide lists hotels with fitness facilities in 35 major U.S. cities as well as local running areas, the anti-jet lag diet, a directory of airlines which offer special dietary menus, and much more.

Price—\$3.00

## Motorola's Recreational Manual

A comprehensive, 240-page volume particularly helpful to those needing assistance in administering employee recreation programs. Covers a wide range of employee services and activities with sections on safety, insurance, financing, recognition, banquets and the planning of on- and off-site employee activities.

Member Price—\$35.00  
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## An Introduction to Industrial Recreation: Employee Services and Activities

This textbook is an invaluable resource for the student, new practitioner and veteran administrator. Covers economic and ethical background, practical program implementation guidelines, and the place of the professional recreation director in business, industry and government. Hard cover. 236 pages.

Price—\$25.00

## Fitness Training for Improved Opportunity and Job Performance/Firming Up the Firm

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## Principles of Association Management

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**\*Connecticut Employee Service and Recreation Association/Hartford, Connecticut.** Contact Dennis Mullen—(203) 565-6236.

**Massachusetts Association for Recreation and Employee Services/Boston, Massachusetts.** Contact Joanne Haynie—(617) 391-2421.

**Rochester Area Recreation and Employee Services Association/Rochester, New York.** Contact Ann Derhammer—(716) 288-2580.

## REGION II

**Central Ohio Employee Services and Recreation Association/Columbus, Ohio.** Contact Kathy Hall—(614) 225-8444.

**Cincinnati Association for the Promotion of Employee Recreation and Services/Cincinnati, Ohio.** Contact Evelyn Sandlin—(513) 369-7777 or 369-7740.

**Cleveland Employee Services Association/Cleveland, Ohio.** Contact Ellen Kynkor—(216) 575-2510.  
(1987 Chapter Merit Award Winner)

**Dayton Industrial Athletic Association/Dayton, Ohio.** Contact Raymond M. Rakar—(513) 455-4693.

**Erie Recreation Services Association/Erie, Pennsylvania.** Contact Tom Whitford—(814) 456-8511.

**League of Federal Recreation Associations/Washington, D.C.** Contact Clayton Cochran—(202) 233-3113.

**Philadelphia Association for Employee Recreation & Services/Philadelphia, Pennsylvania.** Contact James Alexander—(609) 547-8284.  
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**\*Warren and Youngstown Employee Services/Warren, Ohio.** Contact Gary Holby—(216) 783-2860.

**Washington Area Recreation and Employee Services Council/Washington, D.C.,** Contact Elise Auldridge—(301) 681-4183.

## REGION III

**Chicago Association for Recreation and Employee Services/Chicago, Illinois.** Contact Britta Mansfield—(312) 289-9250.

**Michigan Employee Services and Recreation Association/Detroit, Michigan.** Contact Gary Roehl—(313) 496-5773.

**Northern Indiana Employee Services and Recreation/Warsaw, Indiana.** Contact Betty Atchison—(219) 267-9389.

## REGION IV

**\*Central Florida Employee Services and Recreation Association/Orlando, Florida.** Contact Ronald Ribaric—(305) 356-3365.

**Central Savannah River Area Employee Services and Recreation Association/Augusta, Georgia.** Contact Don Strosnider—(803) 725-1565.

**Nashville Area Employee Services and Recreation Association/Nashville, Tennessee.** Contact: Bebe Holland—(615) 361-2475.

**\*Northeast Florida Employee Services Association/Jacksonville, Florida.** Contact Dr. William H. Tomlinson—(904) 646-2781.

## REGION V

**Minnesota Employee Recreation and Services Council/St. Paul, Minnesota.** Contact Sue Shepherd—(612) 729-6097.  
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## REGION VI

**Denver Area Employee Services and Recreation Association/Denver, Colorado.** Contact Lori Sharp—(303) 977-6750.

**Gateway Association for Recreation and Employee Services/St. Louis, Missouri.** Contact Joe Bitner—(314) 232-2336.

**Metro Employees Recreation Chapter/Houston, Texas.** Contact Dan Bush—(713) 880-6627.

**Metroplex Regional Council of Dallas-Ft. Worth/Dallas and Ft. Worth, Texas.** Contact Bob Brown—(214) 457-5997.

**San Antonio Corporate Recreation Association/San Antonio, Texas.** Contact Pamela Paniszczyn—(512) 821-3033.

## REGION VII

**Associated Industrial Recreation Council/Burbank, California.** Contact Carl Nicchitta—(818) 843-2858.

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**Employee Service and Recreation Orange County/Orange County, California.** Contact Phyllis Smith—(714) 732-2432.

**Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California.** Contact Dave Baker—(213) 333-5693.

**Industrial Recreation Council of Greater Phoenix/Phoenix, Arizona.** Contact Olivia Heleniak—(602) 894-7274.

**Industrial Recreation Council of Southern Arizona/Tucson, Arizona.** Contact Robin A. Nagore—(602) 791-5298.

**Oakland Association for Recreation and Employee Services/Oakland, California.** Contact Charlene Buchanan—(415) 273-3896.  
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**Seattle Employee Services and Recreation Association/Seattle, Washington.** Contact Doreen Cato—(206) 464-4415.

**\*Southern Nevada Employee Services and Recreation Association.** Las Vegas, Nevada. Contact Ed Swain—(702) 361-4353.

**Tri-County Industrial Recreation Council/Santa Clara, California.** Contact Virginia Kiepert—(408) 742-5758.

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## CONFERENCES & EXHIBITS

**The 1988 NESRA Conference and Exhibit** will be held May 11-15, at the Buena Vista Palace in Orlando, Florida. For more information, contact NESRA headquarters—(312) 562-8130.

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Orlando/Orange County Convention & Visitors Bureau offers substantial savings for travelers planning a visit to Central Florida from now until December 20, 1987.

Some 70 attractions—hotels, motels, restaurants, dinner theaters, shopping areas and specialized services are offering savings of up to 50 percent in the Bureau's second annual "Fall Celebration" value season discount coupon book.

Supplies are limited. For more information, call 305-345-8882.

## Health and Safety Calendar Introduced

The "1988 Family Safety and Health Calendar" has just been published by the Channing L. Bete Company. The educational tool delivers important safety and health messages to employees and their families each month. The calendar contains large date block pages which are ideal for marking notes and is filled with safety and wellness reminders, first-aid tips and it includes a page for important emergency telephone numbers. Calendars may be personalized with the organization's name and logo, and are available with envelopes.

For more information, call (413) 665-6711.

# How to Evaluate Your Health Promotion Program Inexpensively

By Mike Bass, CESRA

**C**omprehensive evaluations require extensive use of scientific methods that are not cheap. In companies today, resources (time and money) are limited. We are often challenged to do useful and practical program evaluations instead of comprehensive ones.

Useful/practical evaluations provide us with results, and are used to maximize the validity and reliability of our results. Evaluations of this type can help us redesign programs to make them more successful. In addition, an evaluation of this nature could provide evidence that might help our program survive changes in management or difficult financial times.

## INEXPENSIVE EVALUATION TECHNIQUES

Evaluation techniques that will not cost a great deal of money but are useful in tracking our health promotion program's success include the following:

- **Employee health surveys** are one- to two-page written questionnaires that survey risk factor and health behavior prevalence in our workforce. Those who completed the previous year's survey will also serve as a comparison group. The survey can reveal which program components were most popular and provide data for planning subsequent offerings. The survey can also be used to evaluate overall participation levels and satisfaction levels.




- **Standardized evaluation** with an overall rating scale for the activity (for example, 1 = poor, 5 = excellent) can be used for quick comparisons between different programs or instructors. Other questions can cover program improvements, key points learned, instructor's techniques, participation in multiple sessions, extent of assistance with behavior change, and additional program interests.
- **Selected follow-up** on achievements or personal health behavior changes can help you evaluate a program, especially for organized health and fitness testing programs promoting personal wellness objectives. Telephone follow-up of the mailed questionnaire can be used to find out whether the objectives were partially or fully met. For educational programs such as smoking cessation, weight loss, exercise, or nutrition, follow-up is also effective in determining adherence to the new behavior. Periodic follow-up of the program at intervals of one week, three weeks, six weeks, three months,

six months, and one year after the program has been initiated is best.

## TRACK KEY VARIABLES

You can track key organizational variables over time, by using a multiple time series evaluation to plot a series of key indicators in line or bar graph form. For each indicator, you must determine what the levels were two to three years before the program's introduction. The resulting trend lines will then help you identify where to do more specific evaluation in determining what contribution your health promotion program has made. The following are suggested indicators:

- average days of sick leave per employee
- average health benefit claims cost per employee
- average worker compensation cost per employee
- average disability claims cost per employee
- average number of early retirements, due to medical reasons
- average turnover rate

Finally examine whether your program objectives were accomplished by comparing the level of actual achievement with what was proposed. 

*Mike Bass, CESRA, NESRA Vice President, Fitness & Health, is Fitness Representative of Phillips Petroleum Company, Bartlesville, Oklahoma.*

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spending account, in whole or in part, pursuant to salary reduction agreements.

Under salary reduction agreements, employees may elect to reduce their compensation (or to forego increases in compensation) and to have such amounts contributed by the employer to a flexible spending account on their behalf.

A flexible spending account funded by a salary reduction agreement is desirable to the employee because the employee pays no federal income tax on contributions to the account.

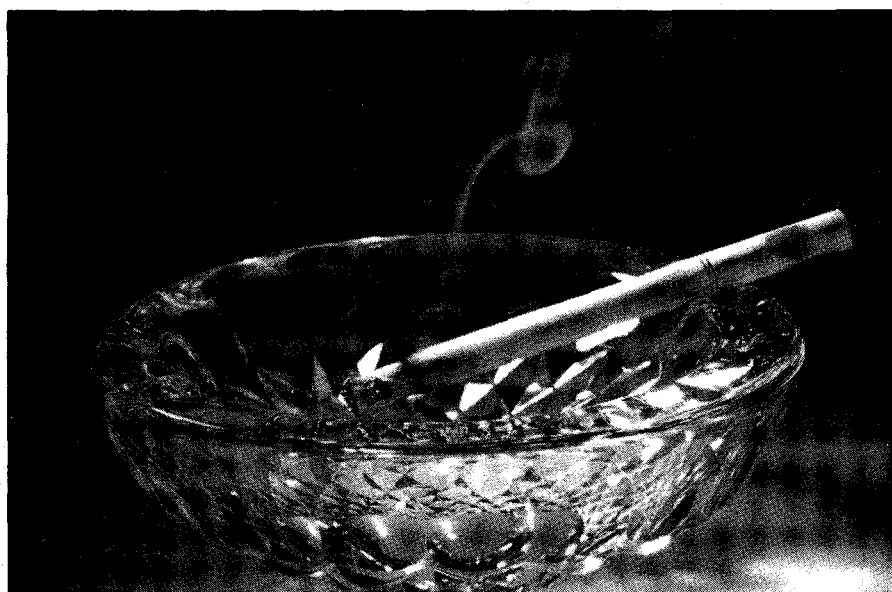
Flexible spending accounts funded through salary reduction arrangements must meet certain IRS guidelines, if plan benefits are to be nontaxable to the employee. Employees must designate the amount of money to be put into the account before the beginning of the year. Once the decision is made, it cannot be revoked during that year. Also, any money "left over" at the end of the year cannot be used in the following year. These remaining funds must be forfeited.

A DCAP, whether provided as a separate benefit, as part of a flexible benefit plan, or funded through a flexible spending account, is a valuable alternative to on-site child-care centers. While the cost of administering and funding a DCAP may be substantial, state and local licensing requirements, liability insurance costs, potential liability for mismanagement or injuries, and other administrative costs and burdens are avoided.

Employees may find a DCAP preferable to on-site child-care centers because it allows parents to choose the form of child care in their community most suitable to them, and to be reimbursed for at least part of their expenses on a tax-free basis.



*Gabriel J. Minc is a lawyer with the firm of Kovar, Nelson & Brittain in Chicago, Illinois. The firm specializes in representing management in all legal matters pertaining to labor-management and employee relations.*



## Lady Killer

Many young women feel smoking is stylish. It is not. Smoking is deadly.

If you could quit for just one day, you could kick the habit for life.

Please join the Great American Smokeout November 19.

Call your local American Cancer Society for more information.

Great American Smokeout/Nov. 19



# Employer-Supported Child Care: Overcoming Legal and Fiscal Barriers

by Gabriel J. Minc

**T**he key to cost containment in employee benefits is to define and limit liability clearly, and to make effective use of the marketplace. Many employers associate child care with on-site day-care centers.

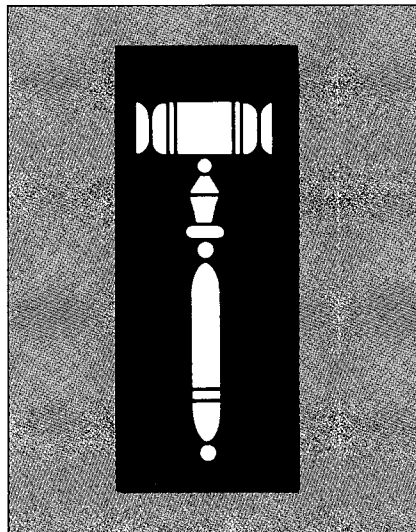
Employers tend to avoid child care as an employee benefit because they are reluctant to expose themselves to state and local licensing requirements, liability insurance costs, potential liability for mismanagement or injuries, and other administrative costs and burdens.

There are other alternatives, however, to on-site child-care centers, which may lend themselves more readily to reduced legal and economic risks. Some of these alternatives may actually be more desirable to employees than on-site child care, since many parents resist the concept of institutional care for their children. This article seeks to discuss some of these alternatives.

## Dependent Care Assistance Programs

Under a Dependent Care Assistance Program (DCAP), an employer may reimburse employees for up to \$5,000 of child care expenses (\$2,500 in the case of married individuals filing separate returns), and the employee may exclude this amount from his or her income for federal income tax purposes. Unmarried employees, however, cannot exclude more than their earned income. Married employees cannot exclude, in any taxable year, more than the earned income of the spouse earning the least amount of income. Benefits above these maximum levels must be included in the employee's taxable income.

In order to qualify for the federal



income tax exclusion, employer-provided child-care benefits under a DCAP must be provided under a plan which meets certain eligibility requirements. In general, for a plan to be qualified:

- it must be in writing,
- it must be maintained for the exclusive benefit of employees,
- it must be established with the intention of being maintained for an indefinite period of time,
- the employee's rights under the plan must be legally enforceable,
- the employees must be given reasonable notification of benefits available under the plan.

Furthermore, the plan cannot discriminate in favor of employees who are officers, owners or highly compensated. Strict nondiscrimination tests which measure the levels of benefits enjoyed by officers, owners, and highly compensated employees relative to other employees, must be met.

## Flexible Benefit Plans

A DCAP may be offered as a sep-

arate benefit or as one of a choice between two or more benefits under a "flexible benefit plan," also called a "cafeteria plan." Flexible benefit plans allow an employee to choose among "taxable benefits" and "nontaxable benefits."

By definition, a flexible benefit plan must offer at least one taxable benefit and at least one nontaxable benefit. The term "nontaxable benefit" means any employee benefit which is not currently taxable to the employee under the federal tax code.

Nontaxable benefits include (assuming certain requirements are met) group-term life insurance up to \$50,000, coverage under an accident or health plan, coverage under a qualified group legal services plan, and coverage under a DCAP.

Taxable benefits consist of all other forms of compensation, such as cash. Like the DCAP, the flexible benefit plan, as a whole, must meet strict tests designed to ensure that the plan does not discriminate in favor of employees who are officers, owners or highly compensated.

A flexible benefit plan is advantageous because it allows employees to choose those benefits which meet their individual household needs, and to avoid duplicate benefit coverage.

## Flexible Spending Accounts

Flexible spending accounts, or reimbursement accounts, are a way of funding child care and other benefits under a flexible benefit plan. These accounts must be funded by "employer contributions." However, a flexible benefit plan may provide that the employer will make contributions to the flexible

# AN INFORMAL "GOOD LISTENING" WORKSHOP

*designed for 16 people*

## Materials Needed

- 16 Speaker Scripts: 8 "Poor Listener" Scripts  
8 "Good Listener" Scripts
- 16 Listener Scripts (corresponding to speaker scripts):  
8 "Poor Listener" Scripts  
8 "Good Listener" Scripts
- 4 Scenarios (4 Sets of Copies)
- Handout: Good Listening Guidelines (16 Copies)
- Handout: 4 Rules of Speaking (16 Copies)

## Before Workshop

Pick a location for your workshop. Allow approximately one hour for the program. Publicize your workshop by using fliers and a company newsletter article (if available).

## Workshop Guidelines


- Give introduction on the advantages of developing good listening skills in business relationships. For reference, you can look to the opening remarks and the different types of listening summarization at the start of this article.
- Hand out and discuss good listening guidelines and four rules of speaking (handout) (see Figure 1).
- Arrange attendees in groups of four and distribute scripts. Have individual groups select two "actors" to read scripts. One actor will be the "poor listener," and one will be the speaker. Groups should practice for 15 minutes and present scripts to entire workshop.
- After both the listener and speaker go through their scripts, ask the group to identify problem areas and add your input if there were areas not discussed. The "good listener" script for that group can then be read, with the same actors playing listener and speaker.
- Hand out scenarios for individual groups to play out amongst themselves. Everyone should have a chance to be listener and speaker.
- Instruct individual groups to critique their four members.
- Rotate among the groups and share in the discussions.
- Conclude with comments about how good listening skills will enhance their business and personal lives, save time and energy, etc.

underlined as the most important, verbal summarization would be it. After your speaker has finished, this is your chance to see if you heard them correctly. With your verbal summarization, they can also detect whether they communicated their ideas as best they could. And, if necessary, your speaker can further clarify some points that he/she missed earlier.

For Example, an employee requests a meeting with you because he wants to get your feedback on a proposal he's planning to present. After he tells you all about it, it's your turn for verbal summarization. You, therefore, retrace the conversation and briefly summarize his proposal as you understand it from the beginning. After this process, he may opt to add more information.

**Recommendations/Questions:** Following your verbal summarization of your meeting, it is your turn to make recommendations and/or ask questions of the speaker. Always try to hold off giving recommendations and asking questions until your speaker has given every indication that he/she has finished talking about your meeting topic.

**Confidentiality:** Always protect the confidentiality of your discussion. In some conversations, confidentiality may not come into play. However, in many instances it is critical that you not break the confidence of your speaker. Those who establish themselves as "talkers" will soon find that fewer people will come to them for feedback. If your speaker does not tell you to keep your discussion confidential, simply use common sense. Ask yourself if this would be something you'd want repeated about you. When in doubt, don't talk.

Achieving good listening skills is an essential element of good management. By applying the forenamed guidelines or by actually conducting an informal listening program, the results achieved will prove to be immeasurable. 

*Kerry Kisabeth-Burton is Administrator of Benefits and Communications at VERAC, Incorporated, a division of Ball Corporation, in San Diego, California.*



Figure 1

As a general rule, never leave your meetings open-ended. If your meeting has to be interrupted for any reason, always reschedule. Set a new date and time right then to ensure that your speaker can finish and you can get the whole story.

**Environment:** Be sure your discussion environment is conducive to good listening. For obvious reasons, you wouldn't want to carry on a discussion with an upset employee in the hallway. However, in other situations, you may not recognize an inappropriate environment. For example, an employee asks to bring a few people by your office to go over the floorplans for the new building. You may want to reserve the company's conference room so that you have enough space to spread out your floorplans. Planning your meeting space in advance demonstrates to others that you have control of the situation, that you've been anticipating their arrival, etc.

**Back on Track:** Even if an employee is a poor communicator, you can compensate for this by being an excellent listener. For instance, if your speaker's discussion becomes tangential, be sure to interject at his/her next pause with a subtle statement that will get them back on track.

For example, an employee is meeting with you in your office and begins telling you about the successful presentation she gave to customers. However, the conversation continues and she is now talking at length about the woes of her former job. You are really interested in hearing about the presentation, but she appears to have forgotten her initial purpose in meeting with you. To get her back on track at her next pause, you can simply say, "Sounds like you had your hands full at your last job, (pause) but the presentation went pretty well, you mentioned. How did the customers like the slides. . . .?"

It may sound basic, but we don't get our speakers back on track often enough. And this results in a lot of lost information and time.

**Verbal Summarization:** If one part of the good listening process should be

## YOUR LISTENERS

What about your listeners? How can you ensure that your message is getting through with minimal difficulty and maximum effectiveness. The following four rules of speech may help you in ensuring good listening from others:



**1 Plan Ahead:** Get prepared before your meeting. Make sure the environment is appropriate and that enough time has been slotted for your discussion. Your presentation may look great on paper, but do your words flow correctly when read out loud? However ridiculous it may feel, talk to yourself as though you are talking to your listeners. This simple process allows for better thought organization and, therefore, a better chance at a successful meeting.

**2 Keep it Simple:** At all costs, avoid tangents. They can literally kill your message. Keep your information simple and don't say more than needs to be said. If you find your speech is beginning to wander, get yourself back on track immediately. Furthermore, avoid using business cliches such as "touch base," "telephone tag," or any of your company-specific cliches. Cliches add a staleness to your speech and some people may be put off by it.

**3 Cut Off Interruptions:** Don't let your listener(s) get away with interrupting you. If someone interrupts you unnecessarily, simply say, "As I was mentioning . . ." when they pause. This old standby really does work! Chances are, they won't interrupt again.

**4 Follow Up:** Always follow up your discussions. Doing so shows others that your discussion didn't go unnoticed. If you discussed a project, go back to your listener or speaker and briefly discuss the project in its final form.

by Kerry Kisabeth-Burton

**W**hether you are listening to your boss, peers or employees, you can gain control of your discussions through developing good listening skills. Practicing effective company communication can add to the confidence and success of employees, and ultimately lead to increased productivity through higher employee morale. As noted in the following, the advantages of good listening can be found in many types of business situations.

**Your Boss:** How many times do we correct draft after draft because information was not thoroughly communicated. With good listening skills, you can separate the important from the unimportant, resulting in less time spent redoing projects. You also can reduce your need to go back to superiors for more information.

**Your Peers:** Networking is a very important tool in business. It allows you the opportunity to work through problems, new topics, and more, with those in your same line of work and in similar positions. Your listening skills can allow you to tap into others' resources and get the most out of your discussions.

**Employees:** Webster's Dictionary describes morale as the level of individual psychological well-being based on factors such as a sense of purpose and confidence in the future." In order for employees to achieve a sense of purpose and confidence in their business future, they need to express their thoughts, concerns and goals, as well as receive guidance from superiors. This can only be achieved with effective communications between management and employees, because verbal communication is the primary technique through which we can express our ideas.

Not only can employees become more effective through listening but management also needs to listen to employees to reap the benefits of increased morale and productivity.

In communicating your willingness to listen, as a manager, practicing an

"open door policy" connotes a very positive philosophy—one from which we can all benefit.

To demonstrate that you maintain this policy, you may want to hold occasional bull sessions. If handled in a professional manner, they can be a great way to air employee/department problems. Give them a try. If you are not in a management role, try suggesting these meetings to your superiors and be sure to mention the advantages.

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**"If you're giving the appearance that you don't wish to discuss problem areas, you're also exhibiting an apathetic attitude."**

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Remember not to close yourself off from those who are angry or frustrated. People need to know that they have an avenue for expressing their concerns without fear of persecution. If it isn't there, employee morale can be potentially damaged. Remember, if you're giving the appearance that you don't wish to discuss problem areas, you're also exhibiting an apathetic attitude.

The following guidelines will assist you in many one-on-one discussions.

### **Good Listening Guidelines**

**Eye Contact:** We've all been told at some point in our lives that eye contact is important in any discussion. In business, it's even more critical. Along with your body language, it will tell the employee that you're interested in what he/she has to say.

**Judgmental Thinking:** There really are two sides to every story, so don't let what someone else says influence your opinion of the employee. Allow yourself the opportunity to draw your own conclusions.

In the same light, avoid making assumptions because of appearance. Bas-

ing your conclusions on appearance alone can lead you in the wrong direction and you may not be able to provide the best possible recommendations or get the full story.

**Relation:** While the employee is talking, your mind will be making mental notes about what is being discussed. This step, we'll call it "relation," is where you will be relating your speaker's topic to how it affects you. This natural process can lead you to empathetic, objective listening, or it can lead to judgmental listening as noted above.

For example, an employee tells you about his problem with alcohol. You remember a former employee who was an alcoholic and he came to you for help. You later discovered that this person was inconsiderate and took advantage of your help.

Try not to let your opinion of a former employee affect your objectivity. This employee and the former employee are completely different people and it wouldn't be fair to make generalizations based on a bad encounter. Instead, use your experience to your advantage in this discussion. The employee is seeking your help, so try to better recognize problem areas and make better recommendations.

Furthermore, try to take an empathetic approach to employee problems/concerns rather than a sympathetic one. Although empathy (feeling "with" someone) may be a more difficult emotion to obtain than sympathy (feeling "for" someone), it adds greatly to your ability to listen and understand thoroughly.

**Interjection vs. Interruption:** Don't interrupt the person speaking. Not only will an interruption break the speaker's thought process, but it will create a tension that indicates you are not listening. Instead of interrupting, have a notepad handy for recording thoughts. Then, when the speaker pauses, refer to your notes and interject. Caution: Avoid taking too many notes. This causes you to lose eye contact and may make your speaker uneasy. Only use notes for topics you want to refer to later.

# Business Communication:

## Developing Good Listening Skills



### POOR LISTENER SCRIPT

(In open area, actors are standing up)

**EMPLOYEE:** "I'd like to meet with you today if you have a few moments."

**MANAGER:** "Sure, what do you need to talk about?"

**EMPLOYEE:** "Well, maybe I can come by your office later to discuss it."

**MANAGER:** "Oh . . . I see . . . Okay . . . How about right now? Why don't you drop by my office."

(Actors move to pre-staged sitting area and the employee sits down. The manager then sits down. The employee notices the door was left open so he/she gets up and shuts an imaginary door.)

**MANAGER:** "Now, what was it you needed to see me about?"

**EMPLOYEE:** "Well, I had a bad encounter with your assistant and I wanted to tell you about it. He was pretty rude to me, yesterday, when I asked him how the departmental report was . . . (Manager Interrupts)."

**MANAGER:** "Oh, don't mind him—He's a jerk to everyone all the time. Don't take it too personally."

### GOOD LISTENER SCRIPT

**EMPLOYEE:** "I'd like to meet with you today when you have a few moments."

**MANAGER:** "Sure. Why don't you give me a call and we'll set up a time."

**EMPLOYEE:** "Great. Thanks!"

**MANAGER:** "Hi. Please have a seat. I'll just shut the door, so we won't be interrupted."

**EMPLOYEE:** "I just wanted to tell you about a bad encounter I had with your assistant yesterday. He was pretty rude to me when I asked him how the departmental report was coming along. It's a week late and I just wanted to check on the status. He told me he'd get it to me when he was good and ready and that he had much more important things to concern himself with. I tried to explain the importance of the report, but he just wouldn't listen. So, I thought I'd better let you know what happened."

**MANAGER:** "I really appreciate your coming to tell me this. I'll have a talk with him, unless you prefer I don't intercede. We may be overworking him a bit too much. Please let me know if you have any more problems."

**EMPLOYEE:** "Thank you. I'd really appreciate it."

# Stop Sweating It



Don't spend hours researching a service or program you'd like to provide for your employees.

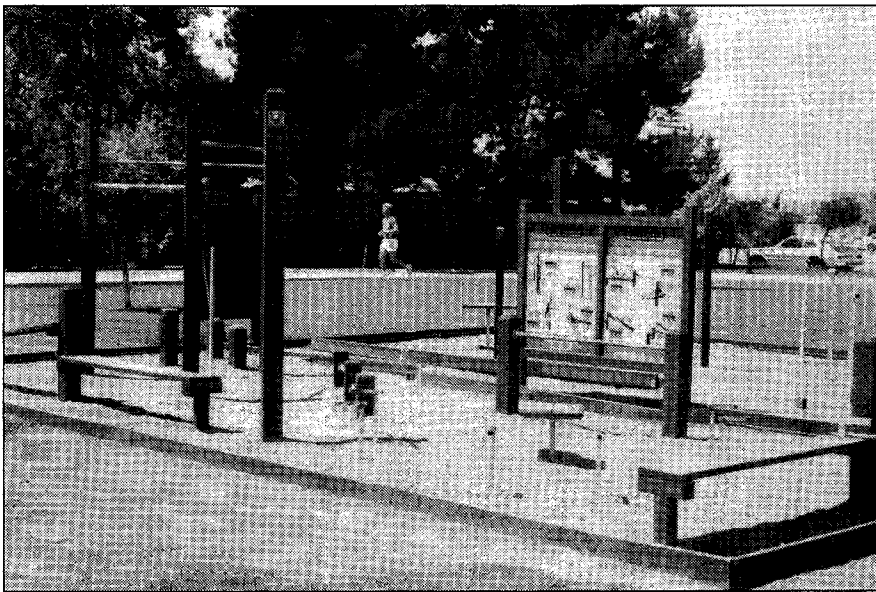
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*Track and warm up/cool down area at Naval Air Station, North Island*

- **Athletic Facilities**—gymnasiums, softball/football fields, mens/womens fitness facilities, handball and tennis courts, swimming pools
- **Tournaments**—(varsity/inner command)—basketball, softball, bowling, racquetball, table tennis, over the line
- **Recreational Clubs**—flying, scuba, ski, camera, judo, wrestling, etc.
- **Hobby Shop**—garage, woodwork-ing, retail store
- **Equipment Rentals**—camping/ fishing gear, snow-skis, picnic supplies
- **Movie Theater**
- **Bowling Lanes**
- **Fishing Boat/Pier**
- **Child Care**
- **Discount Tickets/Travel**
- **Skeet & Trap Shooting Range**
- **Library**

Recreation programs and facilities are operated, maintained, and funded as an integral part of the personnel program of the Department of the Navy. The nature of an activity determines how it is operated and maintained.

## Funding

Many programs are funded by appropriated (tax) dollars while others are supported with nonappropriated funds (funds generated through other sources). Fees and charges may be levied for

certain activities to help offset the cost of programs. When established, fees are at a discount from comparable activities off-base. Fees for facilities with high revenue capacity (golf course, bowling lanes, etc.) are established to cover operating costs, contribute to the equipment replacement, help fund other programs and provide reasonable discounts for other facilities on location.

In most cases, the basic cost is free so that no person is denied the opportunity to participate in some kind of activity because of lack of funds. Fees are not charged for access to the physical fitness facility or for use of basic equipment essential to participate in physical conditioning activities. Special interest groups (i.e., judo, flying, diving clubs) organized as a direct extension of the recreation department are normally self-sufficient financially but do receive some administrative support.

## Facility Usage


The primary purpose of the recreation program is to meet the needs of active duty personnel and their dependents. Because most Naval bases employ civilian personnel (Department of Defense) they are authorized to use military facilities with the approval of the commanding officer. Many of the facilities/programs are usable on a space-available, not-to-interfere basis and

payment of the appropriate fees (slightly higher than a military person would pay).

Some military installations that employ a large number of civilians have established recreation programs separate from the military. In most cases, they are similar in nature but must generate their own funds for support. Civilian programs are usually governed by a board of directors who make recommendations to the coordinator concerning recreation matters and expenditures of funds. The board of directors has a non-voting representative that serves as the liaison between the commanding officer and the department (see Civilian Programming sidebar). Programs and activities that may be provided to the civilian workforce include:

- Food/Cold Beverage Vending Program
- Discount Tickets/Travel
- Film Processing
- Video Library
- Blood Bank/Flower Fund
- Intramural Sports
- Recreational Clubs—Ski, Gun, Camera, Fishing, Golf, Bowling, Gem & Mineral

## Summary

As one can see there are similarities as well as differences when comparing corporate recreation to military recreation. The key to any successful recreation program is flexibility, balance and planning. Every effort should be made to establish recreation programs to exploit the unique characteristics of the surrounding environment and satisfy the needs of individuals as well as groups. As a "service to the fleet," recreation programs and activities are provided to assist personnel in maintaining a high state of health, physical, and mental well being and to ensure combat readiness. 

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*Bill Doremus, Vice President of the San Diego Industrial Recreation Council, is Assistant Manager/Recreation Specialist of the Civilian Services Council of Naval Air Station, North Island, San Diego, California.*



# The Civilian Welfare and Recreation Program

The Department of the Navy established regulations advocating the establishment of a well-rounded morale program for the civilians employed by the Navy installation. The civilian Welfare and Recreation Program (CW&R) was created to ensure the mental and physical well-being of these employees. Every full-time civilian employee of North Island is a member of CW&R. The following outlines the structure and funding of the CW&R program, initiated nearly 40 years ago at the Naval Air Station (NAS) North Island.

## Structure

The program is basically made up of a committee and the Civil Services Council. The CW&R Committee, consisting of about 100 representatives (either elected or appointed), keeps the Civilian Services Council informed of the civilian population's interest and concerns and also provides a source for distribution of fliers, tickets, discount programs, the flower program, blood bank needs and unit/department party picnic programs.

This group meets monthly and representatives must attend to obtain all the current information for employees they represent. Failure to attend two consecutive meetings results in removal from the committee.

The Civilian Services Council is the second group composed of a Naval Aviation Depot and a NAS management representative, organized employee group and CW&R representatives, and a nonvoting representative from the civilian personnel department. This nine-member group, subject to the approval of the respective commanding officers, meets once a month to discuss programs, policies and budgets.

The entire operation is administered by a general manager and a staff of two. Their job is to carry out policies and procedures, look

for and negotiate new programs, negotiate with the vending companies and advise representatives carrying out and improving the program at North Island. The general manager serves as the source of continuity between the Council and committee.

The Civilian Services Council is part of the civilian personnel department and provides administrative support and advice as required.

## Funding

All money used for CW&R purposes comes from nonappropriated funds—primarily proceeds from vending machine sales. Nonappropriated funds are monies derived from private sources, as differentiated from Navy money appropriated by Congress (tax dollars). Any money collected from individuals or groups on the Station, such as ticket sales, picnic and party tickets, vending machines, is "non-appropriated" funds. As the sales and collections are held on Navy premises, the commanding officer is held responsible for safeguarding these funds.

Committees can (with prior approval) promote special events, such as dances, to raise additional funds. CW&R funds exist only from year to year.

Nonappropriated fund activities on a large Naval Station are "big business." Adherence to the many regulations and control of funds must be placed in the hands of individuals who are qualified both in interpreting instructions, and in administrative matters, as well as those who are interested in a good civilian program.

The commanding officers of the NAS have placed responsibility for coordinating nonappropriated funds with the Civilian Services Council. The Council makes recommendations to the commanding officers for their final approval. The Council's employees are paid

from nonappropriated funds and they operate the Council's business office.

## Requesting Funds

The commissioners of the various activities and sports must request funds for their particular activity. CW&R representatives request money for picnics, parties, and recreation equipment for their division/department. Only CW&R representatives will be financial managers for Christmas parties, picnics and events.

Representatives need a letter from the department head appointing them as financial manager and listing any persons who are appointed to assist in the handling of funds. The financial manager is responsible for:

- Safekeeping of all monies collected.
- Turning all money collected in to the CW&R office for deposit daily.
- Requesting funds as necessary for facility deposits, purchase of food, etc.
- Securing all needed receipts.
- Submitting a final accounting of all collections and expenditures.

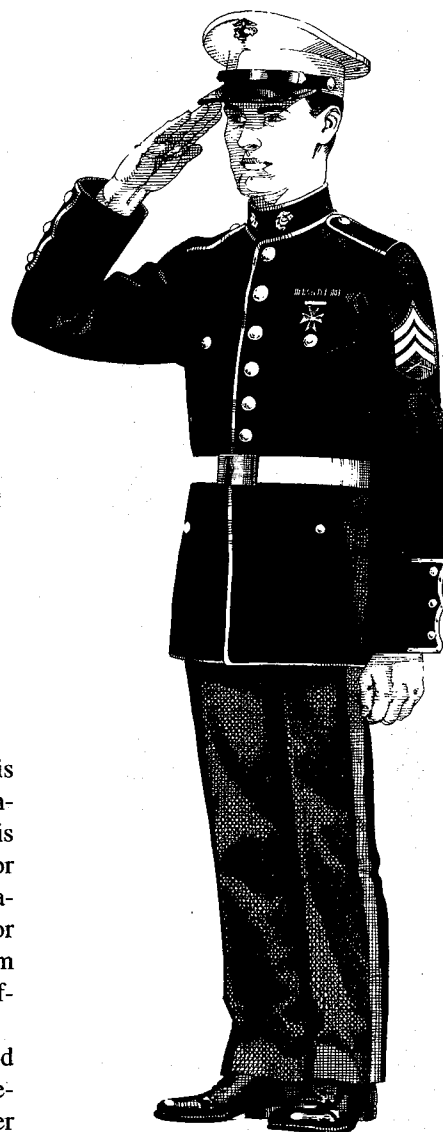
All expenditures must adhere to the following sequence:

- CW&R representative or club official submit a request of funds.
- Purchase order issued.
- Item/services received and verified by CW&R representative or club official.
- Invoice submitted by company.
- Check issued by CW&R office, if correct.

The basic structure and financial procedures are well defined in the CW&R program. Perhaps elements of the organizational process will be applicable in setting up or enhancing corporate recreation programming.

# Military Recreation

by Bill Doremus



**B**usiness organizations and public and private industry are vastly expanding their recreational and leisure-related programs for their employees. Many may not realize that for years the United States Armed Services (Army, Navy, Air Force, Marines) has been providing similar programs to active duty personnel, their dependents and retirees. A typical Navy recreation program has its similarities to corporate programs but also contrasts these same programs in the depth of its purpose, hierarchy, variety of activities, funding, and eligibility to participate.

Recreation is an essential program to the effective functioning of the Navy. It is Navy policy to fund a well-rounded recreation program to maintain among its personnel a high level of spirit, job proficiency, military effectiveness, educational attainment, and physical well-being.

The Navy believes recreational programs encourage its personnel to use their time constructively and creatively by participating in programs that help to develop and maintain motivation, talent and skills that contribute to their ability to discharge duties as service members and as responsible citizens.

Further, these programs aid in the recruitment and retention of personnel by making service to the Department of the Navy an attractive career. The Navy recreation program plays a key role in the transition and adjustment of its personnel from civilian life to military life.

## The Hierarchical Ladder

A corporate hierarchical ladder is similar to the Navy's chain of command. The chief of Naval personnel is designated as the agent responsible for the overall policy concerning recreation programs within the Navy and for coordination of the various program elements to achieve the most cost effective approach to their operation.

The administration, supervision and operation of the program is the responsibility of the commanding officer of the supporting activity. Commanding officers have the same responsibility for the proper administration of recreation programs and funds as of any other functional element of their command.

The overall administration and management of the recreation program is delegated to the recreation director. The primary duties of the director are: to develop and conduct programs and services designed to improve and maintain the morale of Navy personnel and their families, to develop a financial plan, and to train and supervise the personnel, military or civilian assigned or employed within the department.

## The Program

The military recreation program is designed around identified basic needs. These needs include individual and group activities, cultural, creative, social, and physical activities. It has been

recognized that interests will differ among age groups and family members.

A five-year master program plan including recreation and clubs is developed, maintained and reviewed annually for each Naval installation. The plan is used to project and quantify recreational services initiatives, based on needs assessment; to provide a meaningful and equitable program prioritization system; and to validate projects, taking into account the adequacy of existing programs, facilities and the program potential.

The plan also addresses projected expansions, reductions, eliminations, conversions, consolidations and replacement of activities in order to provide higher program needs. Common programs, activities and facilities included in the five-year plan are:

Employee services also makes use of Wisconsin Electric's in-house printing department, where excellent rapport has helped to have materials printed in final form at a quick turn-around rate.

In terms of getting material, such as softball standings, etc., printed in the company newsletter, Kopinski has established open communications with the editor by scheduling appointments to let him know what information he would like to see in the publication. Kopinski also has made it clear that he can always provide him with material on short notice.

## MEDICAL

Many members work with their medical departments on various programs including blood drives, seminars regarding weight reduction, toxic chemicals, etc. A number of medical departments also provide outside contacts for seminar leaders. In terms of services requested beyond the realm of duty, Frank Oliveto pointed out that Innisbrook's on-site physician volunteered to do pulse checks at one of his fun-runs.

Duncan Marks uses his medical department for just about any health related program he is planning. Also if he is writing a wellness item for the newsletter, he will call the medical department to ask questions to verify the information. They have even reviewed the cafeteria operation (for which Marks is also responsible) to see that the food offered is nutritious. In other cases, the medical department is in charge of all wellness programs.

## DATA PROCESSING

This in-house resource was invaluable to most members interviewed. Data processing was used for everything from a computer rundown of member fees to labels and from invitations for picnics to categorizing service award winners.

Joe Kopinski described a unique use of his accounting department which in-

involved a seminar regarding purchasing personal computers for home use. The program was coordinated through the data processing department. They provided information regarding no-interest financing by the company. The program was easily supported because it not only benefited the company by giving employees the opportunity to work at home, but also it was a valuable service to the employees.

## HUMAN RESOURCES

Because human resources was part of the employee services department in many cases, a number of basic functions were performed by this resource. Many use personnel on a regular basis for most of their needs, including running regular reports, surveys, insurance information, communication, etc. Also, personnel departments have asked employee services for assistance in activities such as a job fair, workshops, etc.

Because the recreation programs are part of the human resource department at Wisconsin Electric, Joe Kopinski is provided with tapes on personal computers, self-help programs and materials for many other employee services programs.

When asked if human resources could provide demographic information on employees in order to justify the need for certain programs or as a guide for developing new programs, many interviewees said that they could obtain this kind of information, if requested.

## RESEARCH

Most members interviewed seldom relied upon their research departments for assistance. Barbara Faso said, "The human resources department does our research. They are constantly behind the scenes researching what programs employees like and dislike."

One company did have members of their research department compile an

interest survey. They also advised spot interviewing as a method of doing customer research to eliminate false expectations created by surveys that ask what employees would like to have when such programs are out of reach.


Marcy Hayes said, "Our research department's priorities are such that they assign someone to call NESRA for research references."

## ACCOUNTING

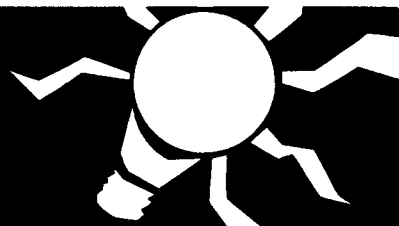
A number of members said that they would be welcome to go to their accounting department for advice or assistance, but that it usually was not necessary.

On the other hand, Duncan Marks regularly uses a representative in financial services for his department, and Joe Kopinski uses his accounting department for standard forms and information. He also works with accounting to offer a Volunteer Information Tax Assistance (VITA) program that trains employees in tax preparation, i.e., filling out forms, etc.

As part of the program, these employees volunteer to teach what they've learned to the elderly and handicapped persons as a community service. Volunteers donate three hours per week to providing this help. In return, they learn more about their taxes, and also receive an 800 number to ask tax questions they may have.

Being a jack-of-all-trades is another prerequisite to being an employee services manager. Making use of the resources available is the smartest way to obtain the information needed to be innovative and effective. In addition, using your departments is an inexpensive means of attaining information. Printing costs were the only added expense incurred by the majority of interviewees. Members also expressed the usefulness of their local chapter as an invaluable source of ideas to make the maximum use of available resources. However, NESRA chapters are an out-of-house resource—which is material for yet another *ESM* feature. 

# NEED NEW IDEAS?

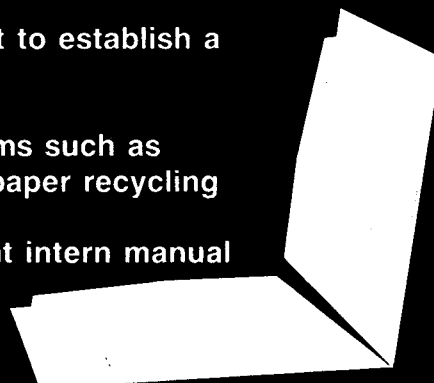


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know that we couldn't survive without them. They are extremely important to us and we have to be sure that they feel important."

She added that in building good rapport, it is necessary to let other people know you need them—especially those who volunteer their time.

Frank Oliveto, director of recreation, Innisbrook Resort, Tarpon Springs, Florida, said that rapport is just a matter of being pleasant. Others said that they take care of those who help them by occasionally offering indirect services, such as a free pass to use the health care facility or use of extra discount tickets—similar to an exchange of services when other departments go beyond their realm of responsibility.

In calling on others in the corporation, Duncan Marks pointed out that recognition is the key in maintaining good rapport. "Whenever I received good service, I wrote a memo to the supervisor of the person(s) involved, expressing thanks. All it takes is a little bit of extra recognition. People will do the best they can because you believe in them and are willing to speak up and compliment them."

Others interviewed said that they have special appreciation nights and/or token gifts for certain departments that put in extra hours.

## **DEPARTMENTS:**

### **SECURITY**

Relationships varied with security departments. Barbara Faso explained that she needs to clear just about every activity with security. "They are always behind the scenes—even for our flea market. For example, our security department volunteered an entire day to make ID badges for a children's party we planned. Many of their efforts are not expected of them, so good rapport is helpful.

"They have to trust you and know that you have their goals in mind by not planning a program haphazardly.

In other situations, security falls un-

der the jurisdiction of the employee services manager. The security department at Florida Power provides contacts at local police departments for safety seminars.

At Wisconsin Electric Power Company, Milwaukee, Wisconsin, Joe Kopinski, recreation director, is currently developing an at-home security program that he is working on with his security department to obtain advice regarding the viability of the program.

Other interviewees revealed that most responses to security requests were the responsibility of the security department.

### **LEGAL**

Interaction with the legal department was also varied among companies. At Itek Optical Systems the legal staff answered questions regarding alcohol policy. Several employees from the legal department also sat in on a committee concerned with liability for a road race they were planning.

Not quite an in-house resource, the legal service at Innisbrook Resort is used on a retainer basis. The employee services department uses this service for advice and to obtain the proper forms when programs are initiated, and they can call them for advice when necessary. This legal service has not been called upon for seminars of any kind.

At CNA the legal department is used for contracts, but again, not seminars. Florida Power's legal department assists in reviewing any contracts that are out of the ordinary. Employee Services would simply send up the contract and ask for advice, comments or changes.

### **PUBLIC RELATIONS/ COMMUNICATIONS**

Use of media coverage, print shop and promotional ideas also varied among companies surveyed. Janet Koyama, employee services manager of Northrop Corporation, Anaheim, California, prepares her own fliers and uses the

---

**"It is essential to let other people know you need them—especially those who volunteer their time."**

---

graphics and reproduction department to copy them. She also uses the photo lab for pictures at retirement ceremonies. At Northrop, the company newspaper is based in the Human Resources department, so Koyama publicizes events by contacting the necessary people.

Other members questioned said that personnel staff come to them for articles to print in the newsletter. Many interviewees have access to an in-house full-service publication department. Frank Oliveto said his full-service print shop allows him to do "fancier" publications. "By building rapport with print shop workers, they know what I want and I can take over raw material and have it transformed into the finished product."

Joe Kopinski makes use of the company teleneeds service, which updates daily company, employee and industry news. Kopinski uses it as his primary mode of communication. Employees can just dial a number for a recorded message which is also printed in capsule form and posted throughout the company. The messages can be updated at any time and the number can be dialed from home or outlying areas at no charge.

The communications department also tapes a monthly video program featuring activities, changes in benefit programs or even recognition of an employee who won a national award. The video is viewed by employees during lunch hours.



# Making Use of In-House Resources

*by Pamela A. Tober, editor*

"Good rapport is a matter of kindness, tactfulness, professionalism, understanding priorities and respecting other people's deadlines while still meeting your own."

If there were only one prerequisite for being an employee services manager it would be that s/he must be able to work well with other people. This skill is essential in making optimal use of in-house resources. In many cases, personality and rapport are the key to getting a task completed expediently.

After telephone interviewing several NESRA members (of various-sized corporations) regarding the use of in-house resources, a number of unique ideas were revealed.

## RAPPORT

Duncan Marks, employee services manager of Florida Power Corporation, St. Petersburg, Florida, prides himself on running his department as a service. The company can expect his department to bend over backward to provide whatever is necessary—and to

always put in that extra effort. "It's a 'can do' spirit and people recognize that," he said.

Many of the members interviewed agreed that establishing an image of willingness is the key to cooperation from other departments.

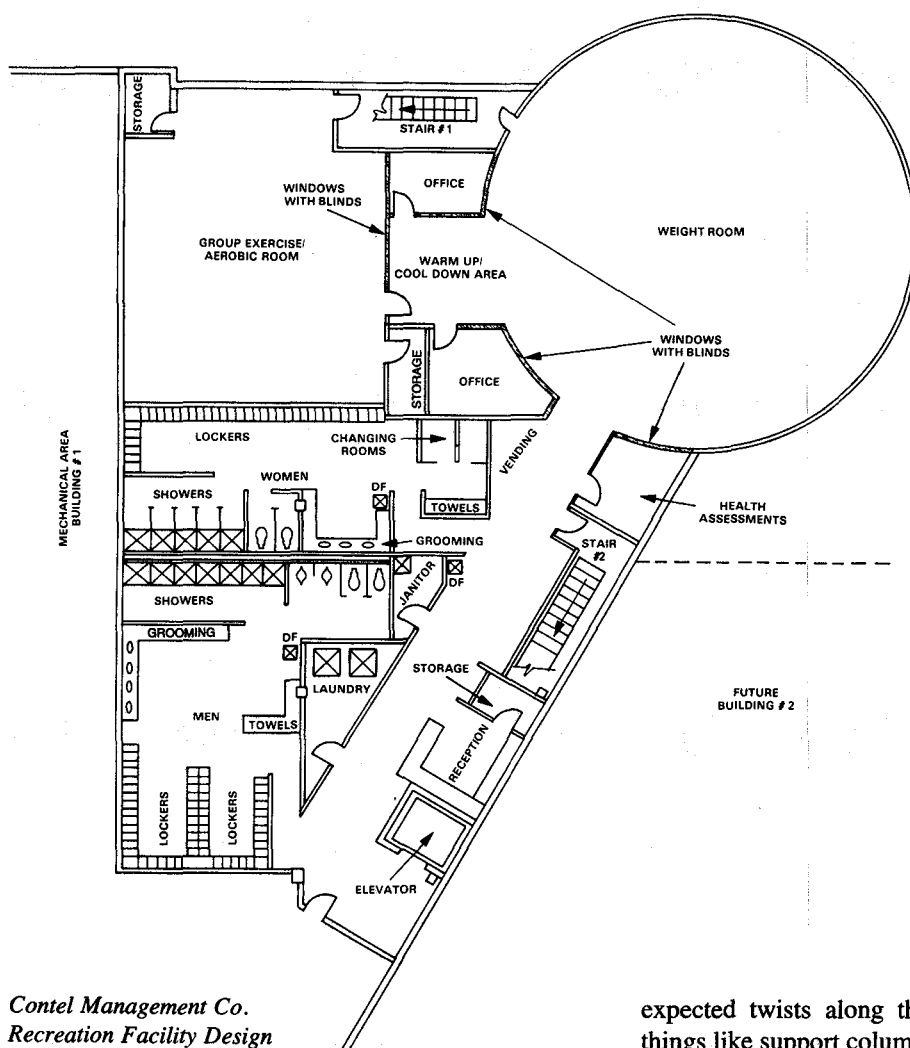
Marci Hayes, manager of personnel policy and communications, CNA Insurance, Chicago, Illinois, said "good rapport is a matter of kindness, tactfulness, professionalism, understanding priorities and respecting other people's deadlines while still meeting your own." Hayes also pointed out that using in-house resources is a given. "We all work for the same company. If I need to make a request, I just call. Any area of the company is accessible; however, we are sure to understand what it takes for a person to do what is requested, and we are always sure to communicate to the staff involved why the specific task is important, es-

pecially when it is a last-minute request."

She added that it is important to know what resources your company has. "For the departments we use more frequently, our people will physically contact a department in order to put faces with names. Knowing the language or certain buzz words of various departments is helpful in working with them, and it's something that comes with the territory after awhile."

While some employee services managers are fortunate enough to expect requests to be fulfilled without a second thought, others are more dependent upon cooperation from other departments.

Barbara Faso, employee services manager, Itek Optical Systems, Lexington, Massachusetts, explained that maintenance is one department where rapport is essential. "Since these people are essential in setting up the facility for many programs, we let them



*Contel Management Co.  
Recreation Facility Design*

across the country! In the past, I often thought that this bombardment of catalogues and brochures was a waste of my time and the vendor's money. However, I find myself frequently referring to these materials for all kinds of information. They provide a quick reference for how many lockers will fit into a 10' x 12' area, and how wide a laundry room has to be in order to accommodate a 50 lb. washer. The only prerequisites for utilizing this resource is a comprehensive filing system!

In addition, most vendors of recreation and fitness equipment offer free facility design services to companies purchasing their equipment. Some even employ professional designers to help you with the layout of various areas in your facility. If you are knowledgeable about the types of equipment on the market today, this basic design assistance may be all you need. Just remember that it is the vendor's purpose to sell his brand of equipment to your company.

Two important facts to remember when designing and constructing a recreation facility are to remain flexible and to keep a sense of humor. Taking a design from paper to plaster is a quantum leap that usually encounters some un-

expected twists along the way. Always be prepared for things like support columns appearing in the middle of your aerobic exercise room because the architects decided to add heavy skylights in the cafeteria located two floors above. Or the discovery that a fire stair has to be built in the exact spot you had chosen for your director's office. By keeping an open mind and not being afraid to ask a lot of questions, you will survive to see the ribbon cut on your new corporate recreation facility.

*Ann Crawford is Facilities Administrator for Contel Management Company in Fairfax, Virginia. She is also secretary for the Washington Area Recreation and Employee Services Council.*

If you are in the facility planning process, remember to consult the following NESRA national associate members:

- **Hydra Fitness Industries**  
Contact: Paul Trammell (800) 433-3111
- **Marcy Fitness Products**  
Contact: Michelle Robinson (800) 34-MARCY
- **Musco Sports Lighting, Inc.**  
Contact: Terry Haskell (319) 263-2281
- **Universal Gym Equipment, Inc. and Universal Distributions**  
Contact: Doug Oxsen (800) 553-7901
- **University of Michigan Fitness Research Center**  
Contact: Terri A. Goodman (313) 763-2462

## **What goals does the company hope to accomplish by building a recreation facility?**

Are rising employee medical costs a major factor? Is high turnover a concern? Is employee morale a problem? By finding out in the beginning exactly *why* your company decided to build this facility, a lot of time and money can be saved. For example, at Contel Company in Fairfax, Virginia, our management emphasized the importance of overall improvement in employee health as a major goal. As a result, our design includes cardiovascular training areas and a health assessment and testing area with space for computer equipment and files needed to support that program. If your company is concerned about high turnover rates or enhanced recruiting capabilities, your first step may be to find out what major competitors in your area are offering to their employees.

**What type of recreation facility do the employees want?** No matter how well-planned and well-built a recreation facility may be, if it is not what the employees want, it can become a very expensive "white elephant." Therefore, it is important to involve employees in every phase of the planning process.

By conducting a very informal survey, we were able to find out what types of recreational and fitness activities were most important to our employees. But always be very careful when conducting this sort of survey. Once employees are presented with a list of recreation facilities and asked to choose which they would like, expectations can become totally unrealistic. When a survey is worded in this manner, employees will often choose *every item* on the list and then expect *every one* of them to be built! Make your intentions clear from the beginning to avoid disappointment and resentment in the future. We also found that current involvement in recreational or fitness activities is a good indicator of future participation levels.

Our next step will be to form a committee of employees who represent all groups in the company, i.e., secretaries, engineers, computer analysts, accountants, etc. Their first task will be to visit health clubs in the area to test several brands of weight training equipment. By following their recommendations, we would be able to choose the line that will suit the greater number of employees.

**What recreation facilities are already available or planned in the immediate area?** Get the maximum mileage out of your money by avoiding duplication of facilities that may already be located nearby. Contel's employee fitness center is being built as part of a corporate campus in a new office park development. By working closely with the developer, the county park authority, and nearby commercial health clubs, we have worked out a master plan to coordinate our facilities with those in the surrounding neighborhood. Arrangements can be made for our employees to use swimming pools, softball fields, racquetball and tennis courts that are already available nearby, at a cost that is much cheaper than building and maintaining

these facilities on our site. However, since these commercial and public facilities will probably become more crowded as the rapidly-growing suburban area develops, expansion capabilities have been built into our on-site facility. Not only were we able to stretch our budget further, but we also proved to management that we were not frivolously spending the company's money.

Now that you know what objectives you hope to accomplish, you are ready to start designing that long-awaited facility. But you say that you don't know anything about the merits of diffused lighting vs. direct lighting for aerobic rooms. And you don't know a VAV ventilation system from a CAV ventilation system. Don't panic! There are almost unlimited resources available to assist you in the design of your facility. The following are some suggestions for good places to start looking:

**1 Your Peers.** One of the best resources available to you is others who have coordinated similar projects. Locate other companies in your area that have on-site recreation facilities and arrange a visit. Other professionals are usually very willing to offer advice, and you can learn a great deal from their "war stories." An added benefit of this type of help is that it is free for the asking!

It is always enlightening to ask, "If you could build one thing differently, what would it be?" More storage and multipurpose meeting rooms were frequently mentioned to me, so we added an extra storage room to our plan and located the fitness center near the auditorium and conference rooms.

**2 Consultants.** Recreation facility consultants can be found in some unusual places these days! There are several well-known professional firms that fit the classic consulting mold. In addition, I also found that hospitals are getting very involved in corporate fitness programs and can offer a wide variety of services. Area colleges and universities are another excellent resource. Not only do these groups offer design expertise, but they can often be contracted to provide complete management services at competitive rates when your facility is completed.

Always be careful in choosing a consultant to assist you in the design of your facility. Corporate recreation/fitness is a relatively new field and many who call themselves consultants do not have the experience or qualifications that you are seeking. Look for a company or individual who has had experience in the actual operation of a corporate fitness center. They will be able to give you more insight into the details that make a facility workable. Fees also vary widely so shop around; my quotes ranged from \$2,500 to \$20,000!

Finally, keep in mind that *you* are the expert regarding *your* employees. Don't be coerced into building something you know is wrong for your particular population simply because a "consultant" suggested it.

**3 Vendors.** One of the fastest ways to tap into a vast pool of information is to send in a postcard requesting a brochure about a product. Your name is *immediately* added to 10,000,000 fitness and recreation equipment mailing lists

# RECREATION FACILITY DESIGN:

## *Planning from Paper to Plaster*

*by Ann Crawford*

**F**or years you have been compiling statistics and figures to support your belief that a recreation facility is exactly what your company needs. You've armed yourself with all the studies about the benefits of such a facility—reduced health care costs, increased productivity, higher morale, reduced absenteeism and turnover, and so on. You've kept up-to-date on all of the latest trends in corporate recreation. You've saved every article ever written on the merits of an on-site fitness center versus membership in a commercial club. And now it has finally paid off! You have just succeeded in convincing your company that they should build an employee recreation facility.

However, that initial thrill of victory is often quickly replaced by a mounting sense of panic. All of those ideas and programs that formed so easily in theory and on paper now have to be translated into bricks and mortar. A thousand questions are hurled at you from a hundred different directions! How many lockers do we need in the men's locker room? What kind of aerobic flooring is the safest? How many fire exits are required by code? Should we launder towels on-site or contract with a service? What brand of rowers is the most dependable? Should we include racquetball courts or is the fad fading?

Before you become too deeply involved in these design and construction details, take the time to find answers for the following very important questions.

# Employee Services Management

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## In this issue . . .

The increased focus on global well-being is one of the most powerful movements occurring today. This month's cover story, "Global Recreation," introduces the role recreation plays in providing a quality existence for members of societies around the world and underscores the importance of leisure as a human right through government support of programs in other countries.

Because employees are demanding more benefits and management is trying to spend less money, many companies are implementing flexible benefits programs as a solution. Turn to "It's Time for More Flexibility" for details.

Headaches, eyestrain, tense muscles, poor concentration and fatigue are frequent among employees using office equipment and/or experiencing job stress. Read "Stretch Breaks: How to Keep Employees Fit for their Jobs" to boost productivity by offering employees a stretch break during their "coffee break."

The Unrelated Business Income Tax is an issue of great importance to NESRA members. Read this month's Manager's Memo for background information to help you understand the ramifications of the impending legislation.

Also in this issue, meet Ralph Ferrara, NESRA's 1988 president, by turning to "Participation: Our Key to Success" for an interview revealing his personality, his views regarding the field and his goals and expectations for NESRA in 1988.

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PUBLISHER  
Patrick B. Stinson

EDITOR  
Pamela A. Tober

PRODUCTION  
Karen Beagley

CIRCULATION  
Cynthia M. Brown

### ADVERTISING SALES OFFICES

Charles Bashian  
1501 Euclid Ave., #736  
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(216) 621-2858

Walter F. Baer  
1501 Euclid Ave., #736  
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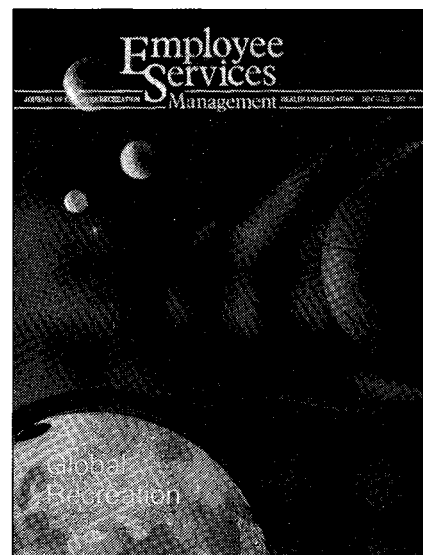
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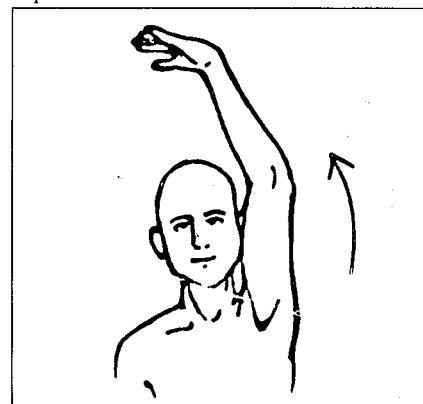
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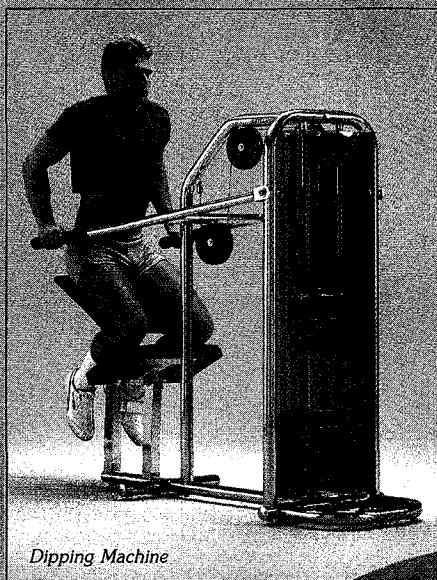
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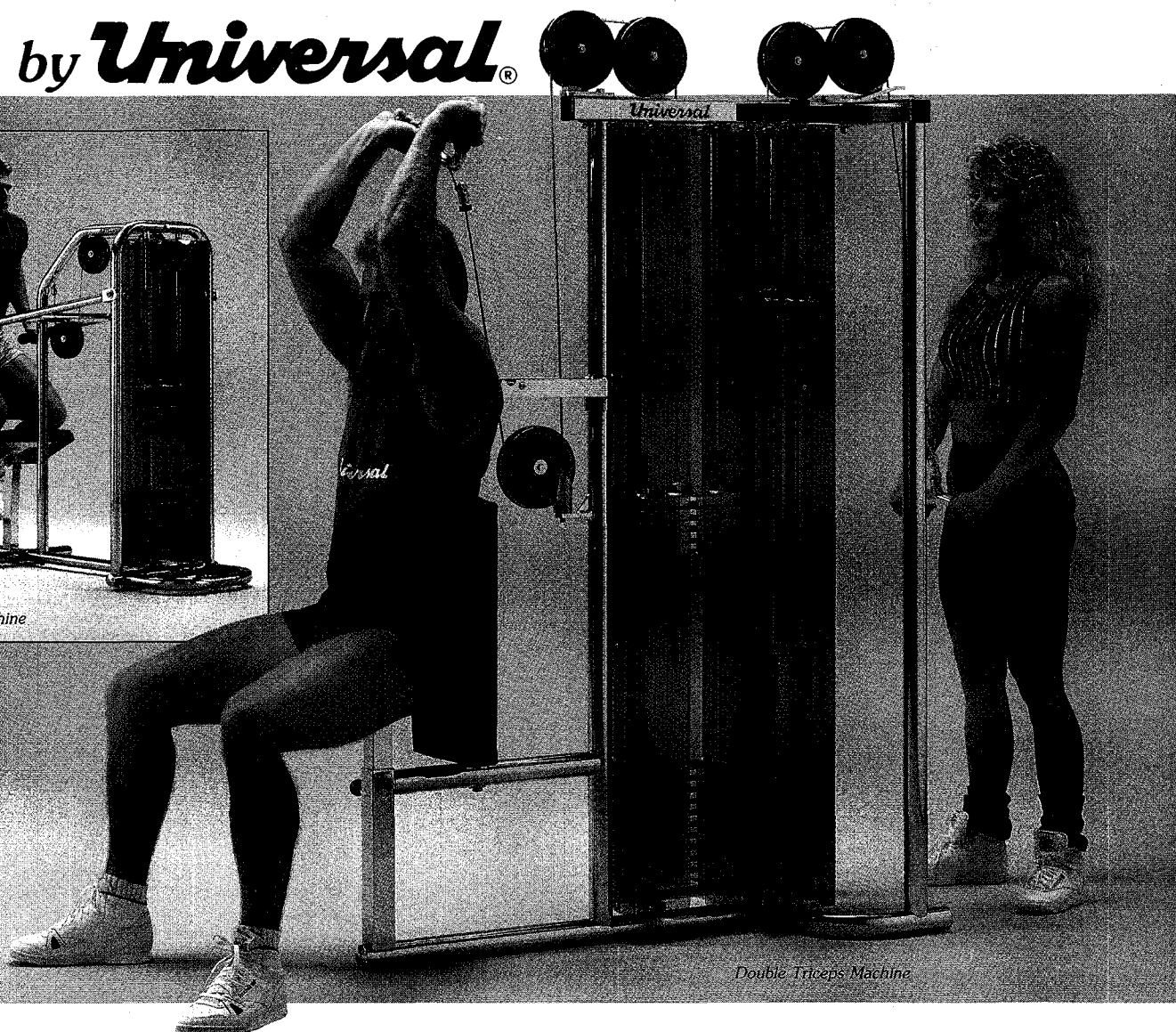
Journal of the National Employee Services and Recreation Association, a nonprofit organization with international membership, dedicated to the principle that employee services recreation and fitness programs are essential to effective human resources management.



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## "Cottage Seminars"

In order to offer more personalized and less expensive seminars to employees, in-home training sessions are springing up around the country, according to the November, 1987 issue of *Nation's Business*.

The concept is based on the intent to serve employees of small businesses who would like to attend seminars not offered at their workplace. Also, large corporations can use cottage seminars as a way to provide more extensive programming at a low cost.

This approach shifts the burden of organization and promotion to a "sponsor," who arranges the seminar and is responsible for finding the meeting place, collecting fees and serving refreshments. The meeting place is usually at the sponsor's home.

Cottage seminars have been popular for topics requiring more individual involvement of attendees and also for topics such as pre-natal care which involves couples.

Fees for seminars vary depending upon the "draw" of the speaker. One Phoenix-based company charges \$35 per person for a three-hour seminar on telephone techniques—a figure which is in the medium range for cottage presentations.

Although the seminars cover a wide range of topics, mostly women attend the sessions; and with women flooding the workforce, that's not a negative for this business.

## Who's Aerobic Dancing?

According to a survey of 1,000 people conducted by the International Dance-Exercise Association (IDEA), the typical aerobic dancer is a 35 year-old, college-educated woman, *USA Today* reports.

The survey revealed the following:

- Women are three times more likely to participate than men.
- Reasons for not participating include lack of time (29 percent), health reasons from back pain to

heart trouble (13 percent), being too old (11 percent) and being interested in other activities (11 percent).

Another IDEA survey of 831 aerobic dancers indicated that 29 percent use exercise video tapes instead of going to a facility.

## Profile of a Weekend Traveler

As weekend travelers increase in percentage, results from the 1986 National Travel Survey indicate just where these travelers are going and how they're getting there, what they're doing and how much they're spending.

The November, 1987 issue of *American Demographics* reports that 83 percent use cars, trucks or RVs for transportation, and that air travel has increased from 10 to 14 percent. Five percent of travelers rent a car and 8 percent use a travel agent.

Where do they stay? Forty-eight per-

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cent stay with friends or relatives, 42 percent stay at hotels and motels, and the remaining stay in cabins, condominiums or vacation homes.

What are they doing? Forty-three percent are visiting friends and relatives, followed by sightseeing, entertainment, outdoor recreation and business conventions.

What age are they? Seventy-two percent of weekend travelers are 18-44, versus 65 percent of all travelers. Forty-seven percent are from two-income households versus 43 percent of travelers in general. A Marriott Corporation survey reports that the most impulsive travelers are age 55 to 64, 23 percent of whom plan their trips just a few days in advance.

How much do they spend? The Marriott survey indicates that willingness to spend on weekend trips decreases with age from a high of \$387 by 18-to-24-year olds to a low of \$256 by those 65 and over. Weekend vacations represent \$6 billion in potential revenues, Marriott estimates.

### Survey Reveals Top Stressors of Managers

According to a survey of 344 male and female managers from companies of all sizes coast to coast, 57 percent of the respondents indicated that stress and burnout are common among today's managers.

The survey, conducted by AMS, a professional management association based in Willow Grove, PA, revealed that almost two-thirds of the responding managers (65 percent) said their jobs were more stressful than the average job. When asked to indicate the major stressors in their jobs, the managers ranked time-management concerns most frequently. The top five stressors of managers as identified by the survey are listed below:

1. Interruptions
2. Role conflict (conflicting demands on time by others)
3. Workload
4. Managing time on the job
5. Organizational politics

Although there has been much talk about the effects of computerization on today's office workers, it has not phased managers. Working with computers ranks lowest on the list of stressors, along with travel and working with budgets.

What are the ways managers relieve stress? Rest and sleep are the choice of 69 percent of the respondents, followed by exercise (67 percent), activity with family and friends (66 percent) and weekend getaways (57 percent). Counseling ranked low, with 6 percent citing this as a method to relieve stress.

### 'Bumper Bowling'

Because gutter balls frustrate many bowlers, "bumper bowling"—playing the game with gutter guards (inflatable tubes or other items that fill gutters)—is growing in popularity, the *Wall Street Journal* reports.

This concept not only makes the sport more enjoyable for children and the el-

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derly, but also it offers the serious bowler a new challenge—"ricochet bowling." This is simply angling the ball off the gutter guard to knock down pins.

Although diehard bowlers are undecided as to whether this version of the sport should be grouped with other attempts to renew the sport, i.e., "Moonlight Bowling"—bowling in the dark, "Pin Hunt"—bowling with the view of the pins blocked, and "bolf"—a combination of bowling and golf, the growing number of children's bumper bowling leagues is causing some alley owners to fill their gutters.

### Travel Costs Increase

At the Travel Industry Association annual conference, experts predicted that a \$1,000 vacation taken today will probably cost \$40 to \$50 more in 1988, *USA Today* reports. However, more positive information was also projected.

- Gasoline prices will rise 6 cents a gallon in 1988 (far less than the 22 cents during the first nine months of 1987).
- Hotel room rates will increase less than 3 percent—even with 5 percent inflation expected.
- Discount air fares will continue and may even go down in 1988.

### New Low-Cal Substitutes Being Developed

If you have a taste for potato chips or chocolate cake—and your dieting—researchers are working on a solution. The following low-cal, no-cal products are being developed, *USA Today* reports:

- A non-digestible carbohydrate that would be used with artificial sweeteners. This "bulking agent" would replace sugar in baked goods which need a sugar substitute with proper texture.
- A calorie and cholesterol-free fat replacement for use in cooking oil and shortening. The substance is called olestra and is made from sugar and edible oils; however, the body does not recognize it as fat, so it's not absorbed.
- A high-fiber, non-calorie flour termed fluffy cellulose. It is made from

## NEWS IN BRIEF

processed cereal brans and can be used in foods such as pancakes and rolls.

### Where are the Highest Paying H.R. Jobs?

A comprehensive 1987-88 survey on salaries and bonuses in personnel/industrial relations functions sponsored by *Personnel Journal* identifies Atlanta as the top area, followed by Pittsburgh and vicinity, the Washington, D.C. area, Detroit and vicinity, the Chicago area and Dallas-Fort Worth.

The median annual income of top personnel/industrial relations executives in the Atlanta area is \$110,000.

The Pittsburgh area ranks second with median annual income for top human resources executives of \$72,746. Washington, D.C. and Detroit are in a virtual tie for third at \$63,550, respectively. The Chicago area is fourth at \$61,020 and Dallas-Fort Worth is fifth at \$59,000.

Although income in the human resources field has an extremely wide variation from under \$15,000 to well over \$250,000 annually, the composite practitioner with the highest annual income including salary cash bonus and/or profit sharing is the top level executive who has both personnel and industrial relations responsibilities.

The income levels reflect the rapid growth of the human resources field in which the number of professionals nearly tripled from 1962 to 1972 and then increased almost 40 percent from 1972 to 1982. During this same 20-year period, the total U.S. workforce rose by less than half.

From 113,000 in 1962, human resources management increased to 310,000 in 1972 and 423,000 in 1982. Presently, the \$35 billion industry numbers around 462,000 professionals.

### The U.S. Is In Good Health

According to *Health United States 1986*, published by the Department of Health and Human Services, we've already met many of the goals for 1990 set in a report issued in 1979 by the Surgeon General.

The report called for lowering death rates in infancy, childhood, adoles-

cence and adulthood; and for lowering the number of restricted activity days among the elderly.

The September, 1987 issue of *American Demographics* reports that there are fewer than 3,750 work-related injuries per 100 full-time workers each year, more than 85 percent of adults are aware that smoking is a major risk factor in heart disease and the per cap-

ita consumption of alcohol is less than 2.71 gallons a year, bringing the death rate for cirrhosis to the liver to under 12 per 100,000.

Among other goals we are still working on, lowering cholesterol levels and reducing the number of overweight Americans are still priority. Overall, our fulfilled goals indicate we're doing something right.



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# Global Recreation

By Lynn M. Jamieson, Ph.D.



ne of the most powerful movements occurring today is the increased focus on global well-being. The information networks available through satellite transmission, increased tourism, and availability of world news have created interest in problems and directions of even the most remote cultures of other countries. This emerging interest and concern, has pointed to the shift from a national economy to a global economy where products may be made by multinationals with trade agreements from every corner of the world.

The interdependence between countries of vastly differing ideologies has revealed the similarities and differences that are shared by citizens. The common concerns for peace, security, food and happiness, however, have led to extraordinary efforts such as the Farm Aid Project, Hands Across America and the like to help countries in need. These efforts are merely new and unique examples of the ways people are reaching out to one another and beginning to globally understand that, regardless of cultural differences, certain rights should be available to all human beings.

Of course, there is little disagreement about the rights of all human beings to security, sustenance, peace and a chance to live a quality life. It is the quality existence, however that is the chief focus of this article.



There has been widespread pursuit of leisure to all cultures. This pursuit of a life that is above meeting the basic physiological and security needs has become the subject of intense concern and curiosity by emerging organizations, nations, and individuals. The varying work-leisure ethics in different countries directly affect the way people pursue recreation in their leisure time.

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**“Leisure is a basic human right, and recreation is a social service which is of similar importance to health and education.”**

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The work ethic in America differs from the work ethic in Europe thus creating different pursuits of leisure. For example, in America, the average work week for most managers is 45 hours and manufacturing workers average 43 according to the Wall Street Journal; however, in Europe the average work week is 25–30 hours. The United States is second only to Japan in a study of paid vacation days taken in five countries. Japanese workers, in 1982 took an average 9.6 paid days, the U. S. took 19.5, Britain 22.5, France 25.0, and West Germany 30.2.

The ways the countries regard leisure time is also different. In America, workers seem to engage in more work than leisure. Special projects or highly competitive forms of activity dominate free time. In Europe, workers take long holidays for all of August or July, are more relaxed on weekends and generally know how to relax. A European observer notes: “Americans live to work while Europeans work to live.”<sup>1</sup> Japanese workers, on the other hand, limit their leisure to Sunday golf and sleeping, and they tend to take only 60 percent of their allowed vacation time.

Examples of leisure patterns in other countries support the difference cited above. Leisure activities in Norway are early rising and long hikes, in Spain, napping, eating and shopping and France fosters an international understanding through improvement of the body.

As a result, Americans who work in a similar international environment have noted that in the summer months nothing gets done.

### INTERNATIONAL CONCERN FOR LEISURE

While Governments and organizations have individually

and collectively focused on the need for positive leisure opportunities, recreation and leisure is not enjoyed by two-thirds of the world. National economies prevent such a possibility in many countries. Recreation opportunities abound in developed countries, while the population of less developed countries is growing. Most of the growth is projected to be in Asia, Africa and South America with a total world population of 7 billion by the year 2000.<sup>2</sup>

The national and international concerns for leisure opportunity then becomes one of economics, welfare and national health. The World Leisure and Recreation Association (WLRA) has documented national efforts in many countries for encouragement of positive leisure. Outgrowths of WLRA efforts have been regular meetings of park and recreation officials around the world, and several meetings of national officials in the sport for all area.

Two recent meetings and resultant presentations serve to provide profound examples of how different countries recreate with the help of national and local government encouragement and international organization information sharing. The first, a meeting of the International Symposium on Sports for everyone was held in Soosheim, California, in July, 1984, prior to the Olympics. The second, a meeting of the International Federation of Parks and Recreation Administration, took place in Auckland, New Zealand, in February, 1986, and addressed the changes in local parks and recreation.

Figure 1 on page 12 profiles the kinds of programs and services being encouraged in many countries so that people may have a satisfying leisure-lifestyle.

### PROGRAMS AROUND THE WORLD

In an international survey conducted by Jüigin Palm, executive director of the German Sports Federation, many examples of government sponsored programs in leisure, particularly sports, reveal the importance placed on national health, and the degree of involvement of countries in sports and leisure. While sports and fitness appeared to be major focuses of this campaign, many countries sponsored more generalized lifestyle approaches to this effort. The survey respondents consisted of executive directors of national sports federations or councils, heads of departments or secretaries of national sports/fitness organizations. The responses were from 30 countries with all continents represented except Africa.<sup>3</sup>

While oriented to sports, J. Palm notes “the physical exercise in sports and games is a human right of every person on this earth; and more and more leaders are conscious of it and claim it emphatically.”

The Palm survey also revealed that the most popular and fastest growing activities are aerobics, games, touristic and outdoor sports and a collection of monitoring systems devised by governmental organizations to encourage the “Sport for All” concept.

Of course, not all of the efforts for recreation and leisure opportunities concentrate on the sports realm. The recent international federation of parks and recreation administration congress attested to the global presence of organized recreation in several countries. This conference depicted

developments in several countries in the area of organization and administration of park and recreation departments. For example, Japan has established a master plan for parks that has a goal of "securing parks and open spaces for more than 30 percent of the urbanization promoted area of the city." This plan is the result of citizen input into the quality of life available in parks and areas surrounding residences in Japan. The Japanese government takes its citizenry very seriously, as also evidenced by its national campaign to increase vacation days taken by Japanese workers.

Australia has monitored the leisure habits of its residents in an effort to provide much needed services in the country. The "central importance of the home"<sup>4</sup> was noted in a survey of equipment that people buy for the home. It was determined that the equipment was purchased dependent upon the time it took to complete the activity and the distance from home that the activity involved. Home recreation has impacted public recreation in many ways, and the chief focus of new efforts in Australia is to develop better means of targeting leisure needs.

New Zealand's main efforts in park and recreation are the preservation of lands through a strong national park concept. South Africa too, has a heavy conservationist approach to national areas. The United States, through the recent President's Commission on Americans Outdoors, completed extensive study of the leisure patterns of Americans. Extensive recreational involvement of citizens in lands that are taxed by overuse call for an effort to provide a stronger national commitment to save the environment and provide much needed leisure opportunities. A call for community involvement was suggested in the Commission's recommendations to provide grass roots and organizational support for nationwide greenways and programs.

The participation and interest of national and international organizations and governments underscores the importance placed on leisure and recreation as a right for all humans. The efforts cited show creative examples of commitment to this effort and justification for considering leisure needs in the workplace as a part of the rights one has to happiness and productivity.

## LEISURE AS A HUMAN RIGHT

The prologue to the Charter for Leisure of the World Leisure and Recreation Association (WLRA) states:

"All societies and all cultures increasingly recognize people's right to certain periods of time during which they can choose freely how to occupy themselves and which experiences to select to further their quest for self-fulfillment and to improve the quality of their lives."<sup>5</sup>

How each society deals with one's right to leisure and the importance of recreation depends in part on the level of development of that country and how cultural influences affect the citizen's attitude toward play. WLRA promotes the concept of national (governmental) involvement in the development of leisure opportunity and the protection of these rights. WLRA further established as two of its articles in the Charter for Leisure that "Leisure is a basic human

right and *recreation* is a social service which is of similar importance to health and education."

## THE CORPORATE FOCUS

What is the message to corporations that provide the *work* side of the work and play continuum? First, the international environment of leisure efforts may provide important resources for employee services and recreation professionals. Most nations, through some governmental effort, promote the health and wellness of its citizenry. These campaigns may serve as sources of ideas for companies in promoting employee recreation programs.

Second, corporations have a tremendous opportunity to work closely with local efforts to provide leisure opportunities and the quality of life for all residents in a community. Perhaps an international congress on corporate efforts to promote wellness for workers would complete the cycle of understanding work in different cultures and provide a much needed network for the exchange of ideas. Or, for companies located in an international environment, the blending of leisure programs and cooperation could provide for true international understanding. This especially applies to companies that must build services such as libraries, schools, and a variety of recreation experiences for workers who relocate.

And, finally, technology is allowing corporations to connect globally, which gives companies the ability to influence patterns of leisure in other countries. Our understanding of the world will rest on learning new techniques to gain global peace, happiness and quality of life for those at work and play.

*Dr. Lynn M. Jamieson is Associate Professor and Coordinator of the Recreation Administration Program at California Polytechnic State University, San Luis Obispo, California.*

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# Sport for All Activities

Country	Current Activity	Description
Australia	Life. Be In It.	General life-style media campaign.
Austria	National Austrian Day.	Media advertising and a two-week festival before summer holidays
Belgium	Charter on Sport for All. Family Kilometre Health Rallye for 50 and Older.	Sum of all families' distance—Campaigns for those who tend not to participate
Brazil	Brazilian Network	Media campaign
Bulgaria	Fitness Testing	System throughout the nation
Canada	Participation	Media campaign for people to get involved in leisure activities
Czechoslovakia	Spartakiade	180,000 people go to Prague for demonstrations and 1,000 events
Denmark	Information and Sports Participation	Media campaign and health testing
Federal Republic of Germany	Trimming 130 Media Campaigns Speilfest	Fitness programs
Finland	Orienteering Sulake	Outdoor events media campaign
France	Sport Pour Tous	National plan
German Democratic Republic	Sports Award Programme Table Tennis for Everyone	Everyone participates in award program—Specialized activities for everyone
Great Britain	Community Sports Leader Award	Leader training for everyone
Indonesia	5 Year Plan 10-Minute Exercise Program	Master plan
Israel	Popular March, Swim, Run	Mass events
Italy	National Encouragement of Sport	Media campaign
Korea	National Fitness & Health	National plan
Luxembourg	Animateur de Sport-Bisir	Leadership training
Netherlands	SPS-Stimulating Participation in Sports	Choice of programs of local interest
New Zealand	Council for Recreation and Sport	Information network
Norway	TRIM	Campaign
Poland	National Law	Describes roles and right of all to sport
Portugal	Publishes Activities for Individual Use	Media campaign
Singapore	Neighborhood Sports	Sports media promotion
Sweden	Outdoor Sports Trim	Master plan
Soviet Union	The Further Development of Mass Sport "The Whole Brigade to the Starting Line" "The Whole Family to the Sports Ground" "White Tower"	Specialized activities targeted at schools, work, and individuals
Switzerland	Gymnastic Club 2000 Fit With	5-Year plan
United States	Fitness Coalition/Life. Be In It Campaigns for the Workforce	National professional association and government cooperation

# PARTICIPATION: Our Key to Success

## *An Interview with NESRA's 1988 President, Ralph Ferrara*



**A**s NESRA's 1988 president, Ralph Ferrara plans to direct NESRA in several new courses regarding research, membership growth and leadership development. His experience and education—beginning as an honors graduate from the University of Minnesota with a degree in park and recreation administration to his 10-year position as manager of employee services at General Mills, Minneapolis, Minnesota—have contributed to his knowledge of the ES & R field. His leadership qualities have been enhanced through his nine-year participation in NESRA, serving on the national board of directors for six years as junior and senior director,

CESRA/CESRL director, and vice president of membership development. In addition, he co-founded the Minnesota Employee Recreation Services Council and served as its president, was program chairman for the 1987 NESRA National Conference, and is currently an *Employee Services Management* editorial advisory board member.

The following ESM interview with Ferrara reveals his personality, his views regarding the field, and his goals and expectations for NESRA in 1988.

**ESM:** How has your experience enhanced your expertise as a NESRA leader?

**FERRARA:** After many years of working in municipal recreation and with NESRA on all levels—chapter, regional and national—I think I understand what makes NESRA work and the challenges we face in today's economy. I chose to run for this office because I feel I can make a difference in this changing field and direct NESRA in several new courses.

**ESM:** How did you become interested in the field?

**FERRARA:** My interest in recreation is a direct result of my military career. I was assigned an additional duty, which

I really enjoyed, as the health, morale and welfare officer of a large unit and it was my responsibility to provide recreation opportunities for the men. In my work at General Mills I see the value and results of our efforts. In this stressful, complicated society everyone needs an outlet after working. It is exciting to see people "recreate" by enjoying leisure time wisely and productively.

**ESM:** What is the most enjoyable aspect of your career?

**FERRARA:** Knowing that the programs, discounts and services we provide make our employees appreciate where they work. Also, keeping pace with a changing social and economic structure is challenging and enjoyable for me. I also cherish the many won-

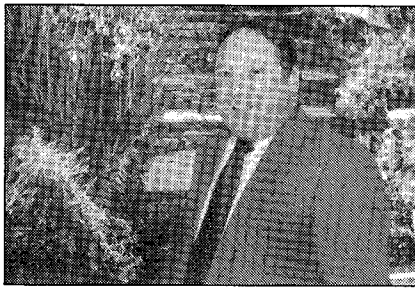
derful people I have come to know in this business.

**ESM:** How does ES&R fit into your lifestyle?

**FERRARA:** I'm a firm believer in recreation. Life is too short to worry about insignificant trivia. I served two tours of duty in Vietnam and came away enjoying the simple things in life. My leisurely pursuits include photography, traveling, music and I am a great Minnesota Twins fan! I also play tennis, golf and love to go fishing.

**ESM:** How has ES&R changed since you first entered the field a decade ago?

**FERRARA:** That's a good question and one which would take more space than we have here to answer. First of



all, the scope of the field was very narrow. Most programs were sports oriented, i.e., softball, basketball, bowling and golf. Discount tickets were just beginning to gain momentum and the fitness boom was a mere glimmer of light on the horizon. Today, the employee services manager, coordinator or volunteer might be involved in day care, travel, special-interest groups, retirees, service awards, health/fitness programs, community service projects, vending operations and much more. Today's practitioner must be well read and better prepared to deal with a wide variety of subjects.

That's where NESRA comes in. The peer network is available in areas of expertise so that one doesn't have to reinvent the wheel to learn the "how to" or "why" a program exists. Things are more complicated than they used to be and we need to keep up-to-date on state laws involving taxes, worker's compensation, liability and insurance issues.

**ESM: What aspect of ES&R will experience the most growth?**

**FERRARA:** An unstable economy can have an effect on employee services budgets and creative financing methods should be explored. I have seen the emergence of the employee or company store to help defray expenses and in some cases completely fund an ES&R program. More companies are using travel program rebates and other fundraising techniques to finance their programs. I also see fitness/wellness programs maintaining their level of growth.

**ESM: What issues will have the greatest impact upon NESRA members in the next few years?**

**FERRARA:** Some of the current issues affecting the ES&R field include the aging workforce, preventative health care (fitness/wellness), child care, eldercare, the increasing number of dual

income families with children, single-parent families, mergers, the changing economy, flexible work schedules, and lifestyles that demand increased leisure time.

In addition, I see health-care costs rising, lower and middle management positions being eliminated and budget cuts affecting NESRA members. However, I also see opportunities to make some changes in the way we administer our programs. Volunteerism as well as fitness, health and wellness programs are on the upswing in many companies. I feel the big issue NESRA faces is how to cope with the many economic changes experts are predicting.

**ESM: Because ES&R is increasing as a vital element of human resources, how can NESRA gain visibility?**

**FERRARA:** By using the above issues to enlist management support and by communicating how your ES&R programs address these workforce changes, NESRA will become a more valuable and visible resource. Also, it is important to communicate the successes of your programs to upper management.

**ESM: How can NESRA members help?**

**FERRARA:** This is a tough question. By providing input to NESRA research efforts (surveys), we will be able to supply the information needed to support/justify ES&R programs as they relate to these vital issues. NESRA will also be able to supply this information to the media to gain visibility.

In addition, a more active role on all levels—chapter, regional and national—in NESRA participation is needed. Only 15 percent of our membership votes in national elections. Filling leadership positions has become increasingly difficult. Your participation will work to your advantage as you obtain helpful information through networking, idea exchange in workshops and conferences.

**ESM: The Minnesota Employee Recreation Services Council has earned the Superior Chapter Award for two consecutive years. To what do you attribute the chapter's success?**

**FERRARA:** I am very proud to have been involved with the formation of MERSC from the beginning. It has been my privilege to serve as president and watch the growth of programs and membership. The success of MERSC is the result of a core group of companies which have taken responsibility for developing solid leadership. Our members' active support and participation have resulted in successful meetings and programs.

**ESM: What can other chapters do to enhance their growth?**



**FERRARA:** They can participate! We've seen several NESRA chapters form and fold because no one wants to take the time and effort to help. Leaders need to come forward and say "I can help this organization." Without effective chapter leadership, NESRA could face serious problems. Chapters should involve any member whenever possible in functions relating to the chapter.

**ESM: Regarding the legislative issues (Unrelated Business Income Tax, Volunteer Protection Act) affecting NESRA members, what action do you advise? What is NESRA's role?**

**FERRARA:** NESRA is involved with these issues at a national level and will be advising our membership on what action they can take to carry our message to the government policy makers. Please watch for these special announcements and voice your opinion to your state legislators.

**ESM: What challenges face you and NESRA members? What motivates you to keep going in the face of challenge?**

**FERRARA:** The main challenge for



me, personally, is one of time; time to do my job and time to devote to leading a large national organization. I know of many others in this field who face the same predicament. Motivation comes from seeing my past accomplishments work to the benefit of my company and our employees. Working to contribute to an organization that has helped me and our program for several years reflects my appreciation for the support I have received at General Mills and the company's assessment of NESRA's value to our programs.

**ESM:** How can NESRA help meet these challenges?

**FERRARA:** NESRA is simply a vehicle to help ourselves and our company's programs. It must continue to offer meaningful research, a complete peer networking system, a clear communication channel for all members and the availability of goods and services offered by our associate members. NESRA is individuals representing their employees. How well we represent is determined by our involvement.

**ESM:** How can NESRA grow financially?

**FERRARA:** There are several ways for us to grow financially. The most obvious is new members. We have a wonderful conference planned in Orlando this spring; good attendance there will help us financially. We are also working to publish information booklets on specific employee services topics which should generate income. Chapters and regions can plan seminars and workshops to enhance their financial situations.

**ESM:** Because the NESRA membership is so diverse (i.e., volunteers, multi-hatters, paid professionals), how can NESRA be of service to all aspects?

**FERRARA:** This is what makes NESRA so special. There is so much expertise in our membership from all areas of employees (volunteers, multi-hatters, paid professionals). Don't think for a minute that our volunteers or multi-hatters don't know much about our field. NESRA is developing "tracks" for our

membership, especially at our regional and national conferences. We will be trying to gear our sessions to groups with the same problems, structure, financial ability, etc. The "how to" dilemma of the past is being replaced by the "here's how" philosophy of today.

**ESM:** Which NESRA services are most valuable?

**FERRARA:** For me, the most valuable services are the contests, peer network and conferences. I also enjoy *ESM* and *Keynotes*. Our Employee Club has gained recognition for its programs which in turn have recognized our employees. The ability to know who to ask about a particular problem is easy. There are indeed experts in every aspect of employee services. Conferences give me an opportunity to develop professionally by attending educational sessions and by shopping from associate members. *ESM* is a professional journal which keeps me up-to-date on research, new products, different programming ideas and management techniques. *Keynotes* is a handy quick reference for many subjects and organizational news.

**ESM:** After participating in a number of NESRA national conferences, what is your opinion regarding the value of attending?

**FERRARA:** In working on the 1987 conference, I am aware of the choices made in providing speakers and sessions that offer the most valuable conference experience possible. Attending gives you a few days to concentrate on what others are doing in their companies and to gather information about all facets of the field.

**ESM:** Creativity is important in the



**ES&R field. What is your source of new ideas and innovative solutions to problems?**

**FERRARA:** I listen to employees. Feedback is very important, the good and not so good. You should capitalize on your strengths and develop weaknesses into strengths. I also discuss issues with my peers. There's no sense in reinventing the wheel when someone else has already done it and done it right.

**ESM:** What is your advice to those just entering the field?

**FERRARA:** Start slow and be thorough. People will be watching, so be careful and plan well. Gain confidence with the easy tasks and then move on with bigger goals. Don't try to compete with more established programs, be patient, be creative.


**ESM:** As president, what do you feel your strongest contribution to NESRA will be?

**FERRARA:** I hope to change those things that need changing and move NESRA through a difficult economic time. I plan to concentrate on research, membership growth and leadership development as they relate to our strategic long-range plan. If I can make a difference in these areas, I will feel I have accomplished something.

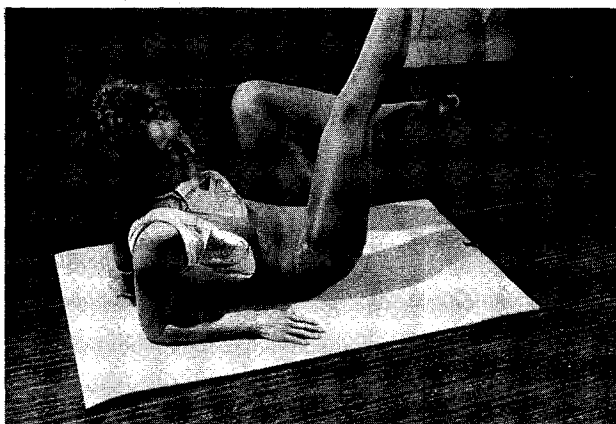
**ESM:** How can NESRA members help you achieve these goals?

**FERRARA:** They can help by participating! Whether it be as a frequent attendee at a local chapter meeting or conference, serving on a committee, or contributing an article or some research to *ESM* or *Keynotes*.

**ESM:** What would you say is the key to success in this field and what will be the key to NESRA's success during your term?

**FERRARA:** The key to NESRA's success is in the hands of membership. With their interest, time and talent, the organization will prosper. 

*Photos by Linda Dobesh, General Mills Employee Club Volunteer.*



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# IT'S TIME FOR MORE FLEXIBILITY

by  
L. Brian Rush

**T**he pressures exerted on a benefits manager come from all sides and can be intense. Employees are demanding more benefits; management wants to spend less money; the government requires continuation and may require minimum coverage; and the carriers, brokers and consultants all want more data to determine and justify their rates. What can you do short of oiling the squeakiest wheel? Well, there is one option to put an end to your frustration: a flexible benefits program.

You may have heard and read all about flexible benefits programs and no doubt you've formed an initial opinion about whether or not it makes sense for your company. But before you draw a final conclusion, it's important to understand what flexible benefits plans are, who is using them, and why they are growing in popularity.

## CONTROLLING COSTS

Flexible benefits may not be a panacea for all your woes. Clearly, there will always be pressures to do more of the good things you do at a lesser cost. But, what flexible benefits can do is put the control of your company's benefits program where it belongs—in your or your benefit manager's hands. Then, through a combination of planning and design, you can let the pressures that used to work against you, work against each other.

A flexible benefits program is a defined contribution approach to welfare benefits that allows employees to choose among benefits and pay for them on a more tax-effective basis. Defined contribution means you (the employer) de-

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Perhaps the greatest advantage of these programs has been to provide employees with a method to contain the rising cost of health-care benefits which have risen substantially to 30–40 percent in most industries.

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termine how much the company will spend on its employee benefits program, independent of employee choices. Employees may choose the coverages they need, based on their family situations, and they may supplement their company allowance with their own contributions before they pay their taxes.

Typically, a flexible program works as follows. Once each year employees are provided personalized information regarding the benefit options available to them, the price tags for each, and how many flexible credits (the company allowance) they have to spend. Then they choose their benefit coverages for the upcoming plan year. Any unused credits may be taken as taxable cash or put into flexible spending accounts from which eligible health care and dependent day care expenses are reimbursed on a pretax basis.

Election data is recorded in the administration system and the plan year

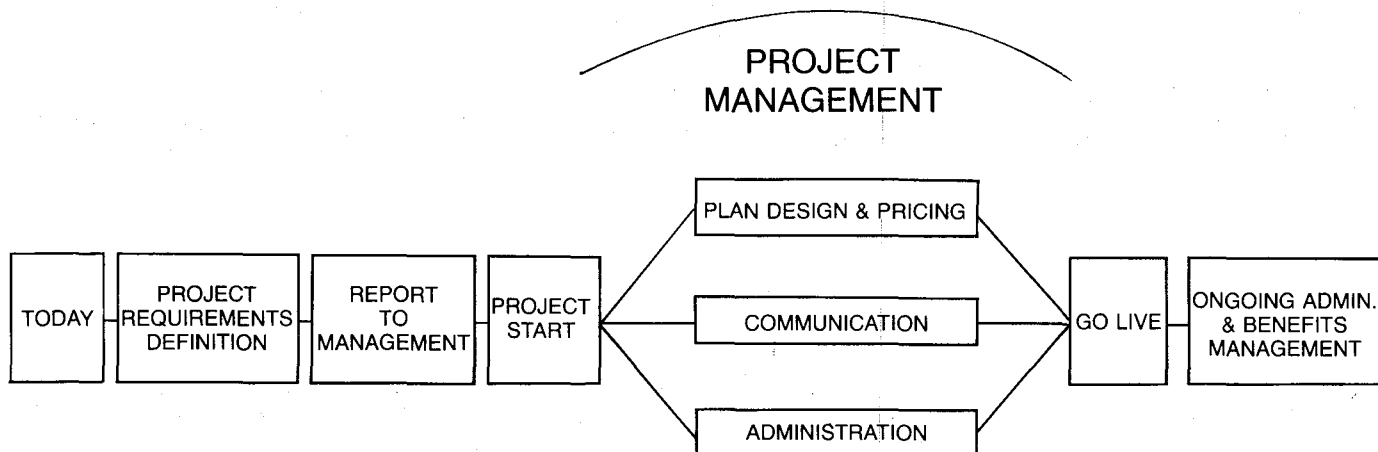
begins with appropriate accounting and record-keeping procedures. During the plan year, participant reimbursement requests are submitted for payment and coverage certification and premium accounting occur much like they do in a traditional arrangement.

## COST-SHARING ADVANTAGES

Perhaps the greatest advantage of these programs has been to provide employees with a method to contain the rising cost of health-care benefits. In the past decade, benefit costs as a percent of payroll have risen substantially to 30 percent to 40 percent in most industries. Part of this problem is that many younger, healthier employees elect HMO coverage because their cost is much less than the traditional indemnity plan. Another aspect is that unnecessary and duplicate coverage is provided to employees with working spouses.

Introducing greater cost-sharing with employees has a less negative impact on employee relations if it is offset with more choice. Employees understand that health-care costs are rising and expect to pay their share of this increase. Under a flexible arrangement, the employer offers more choice in each benefit area, allowing employees to select only the benefits they need. This maximizes the value of the benefit dollars being spent by employer and employee. Employees desiring the more expensive coverage will pay a corresponding greater amount than those requiring less coverage.

This separation of cost from choice



The above flow chart illustrates the overall relationship of basic activities needed to plan and implement a flex program. Copyright 1986, Transamerica Human Resource Management Services.

provides improved control over employer costs. Introducing greater choice and cost-sharing in a tax-effective manner softens the initial impact on employees while it establishes a desirable long-term benefit philosophy.

Perhaps this sounds too good to be true. Well, many companies have taken advantage of this idea and virtually all of them have realized positive gains in terms of cost control, improved employee relations, and less pressure. Large companies started the movement in the late 70s with the help of specialists. Since then, medium and small companies are doing the same, capitalizing on the research and development expended by the pioneers. Virtually all companies could impact their bottom lines in a positive way if they took a serious look at flexible benefits.

## EXPLORATION AND IMPLEMENTATION

But where do you start if flex sounds interesting to you? To begin, talk to someone who has been through it. Surely you know someone who has a flex plan. There is nothing like learning from someone who has gone through the process.

Next, organize an effort to explore the feasibility of a flexible program at your company. You should not expect to do this analysis without professional help. But you need not spend a fortune answering the question—Does it make sense here? Contact your broker or benefits consultant and tell him/her you need a financial and operational review of the feasibility of a flex program in

your environment. Don't try to come up with the final plan design in this first step. But do try to evaluate how such an arrangement can save your company money from employment taxes and future benefit costs and, at the same time, save employees a significant amount. You might want to use the accompanying chart which provides an overview of the steps involved in implementing a flex plan.

Employers considering flexible benefits have several options regarding the implementation of a new program. Many elect to introduce flexibility in phases. This might start with pretax premiums for existing benefits, followed by the introduction of flexible spending accounts. Thereafter, a comprehensive flexible benefits program might be introduced, one involving broad choice-making among welfare benefits and vacation trading. Matching the plan design with your human resource objectives is the key. Experience shows that no one plan design is right for all companies, but the concept of flexibility, to whatever degree you apply it, is appealing to both employees and employers.

Having explored the advantages of flexible benefits programs, it is important to consider the related implementation requirements. Administering the new program has typically been the greatest obstacle for most employers. Traditional benefit programs were managed largely through the payroll system. Introducing a wider range of benefit choices, the new tax treatment of employee contributions, and flexible spending accounts requires some mod-

ification to existing systems and the introduction of new processes and procedures. To help employers address these needs, many companies, carriers and third party administrators have developed systems capable of handling your flexible benefits administration needs on a cost-effective basis.

Communicating flexible programs is also an important implementation issue, perhaps the most important. These programs are relatively more complex than traditional programs and can result in employee confusion if not carefully introduced. A communication campaign should gradually introduce the concept of flexibility, present plenty of examples and offer opportunities for employees to obtain answers to their questions. Such a campaign provides an effective way to enroll participants with minimal administrative difficulty.

As a final note, you should feel some comfort in the fact that flexible compensation or "cafeteria" plans are gaining wide acceptance. Senior management has read about them, employee feedback is very positive, employers are seeing positive fiscal results in their bottom lines, and benefit managers are sleeping through the night. Perhaps it is time your company management rethinks the flexible benefits issue and takes steps toward improved benefit cost control and employee relations.



*L. Brian Rush is Vice President—Marketing at Transamerica Human Resource Management Services, Los Angeles, California.*

# Stretch Breaks

## How to keep employees fit for their jobs

by Rocca Morra

**W**orking as the employee fitness coordinator for a large insurance company, I see the everyday effects on people who work in an automated environment. Complaints of headaches, eyestrain, tense muscles, poor concentration and fatigue are all too frequent. Many may not realize that the source of these discomforts can be either the physical features of the equipment in the work environment, job stress or both.

There has been a growing awareness that the workplace is a major contributor to these common maladies, and out of this awareness has emerged ergonomics, the scientific study of man in the work environment and how the environment can best be suited to the individual and the task s/he performs.

The physical features of the automated work environment include such things as the:

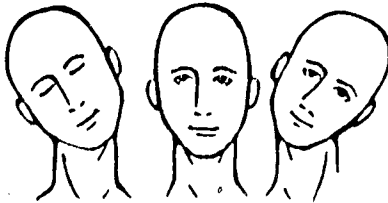
- VDT (visual display terminal). Is it well designed with a swivel and tilt feature? Is the height adjustable? Are the characters sharp and legible? Is the keyboard/typewriter at a comfortable hand height? Is the copy at an angle (to avoid glare) and close to the VDT screen?
- Desk. Is it at a comfortable height? Is there enough room for the task.
- Chair. Height should be adjustable so that feet are flat. The back support should tilt backward yet be firm enough to support the back.
- Lighting. Natural lighting is best; too bright or too dim will cause eyestrain, etc. Facing a window or having one directly behind you can increase the amount of glare.

Job stress is a contributor to these aches and pains. Every individual perceives stressful situations differently and the coping mechanisms vary as well. Remember your latest stressful task and think about the physical manifestations. Tense muscles, headaches, loss of appetite, and poor concentration are but a few of the similar discomforts people share. The amount of time we spend either in a poor work environ-



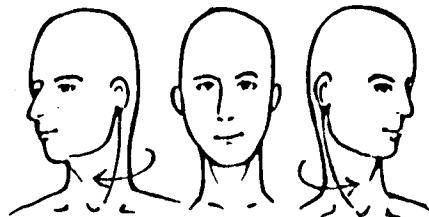
### 1. BREATHING

Breathe in through the nose, and out through the mouth.



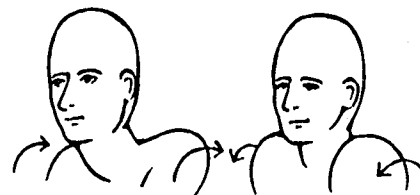
### 2. NECK ROLLS

Slowly drop head to the left; back to center and slowly to the right; let chin drop to chest.



### 3. NECK TURNS

Turn head as far to the right without moving shoulders; hold; then to the left. Repeat 2X.



### 4. SHOULDER ROLL

Slowly roll shoulders upward and forward in a circular motion; then backward and downward.



### 5. SHOULDER SHRUG

Lift your shoulders up to ears; hold for a count of 4. Repeat 2X.

ment or with a stressful task that was due yesterday is the variable that can multiply the intensity of the effects.

## WHY STRETCH?

Every bone in our body is connected—remember the old saying, “The neck bone is connected to the back bone . . .” If a person is sitting and working on a particularly stressful task for three hours, with shoulders hunched, head tilted forward and a lot of background noise; they will more than likely experience some discomforts. Muscles adapt to physiological changes and if a muscle is in a state of contraction for a long period of time (in this case, it would be the shoulders and neck muscles), it will become accustomed to that state. There will come a point where the individual doesn’t realize the amount of tension the muscles are in, or the tension will show up in weaker parts of the body—the lower back being a common weak area.

One way to alleviate this muscular tension is by stretching. Stretching for 10–15 minutes for every two hours of intense work is the recommended program for anyone who either suffers from these discomforts, or wants to take preventative measures to stay ahead of the aches and pains.

Another very important factor is posture. Here are some helpful hints to keep posture in check throughout the day:

- Sit up straight
- Pull in abdominal muscles
- Relax shoulders
- Pull shoulder blades together
- Head straight with chin slightly tucked
- Keep legs uncrossed with feet flat

Stretching every two hours and being aware of posture will reduce the amount of tension placed on muscles and in turn decrease the number of aches and pains an employee may feel.

## THE WONDERS OF STRETCHING

Athletes and fitness buffs know the



importance of stretching before physical activity. Stretching relaxes, warms, and prepares the muscles for the activity. Yoga, t'ai chi and relaxation instructors use stretching to alleviate stress and tension and help individuals relax. The benefits of an employee stretching program are many. Proper implementation of a stretch program can help employees and employers alike to achieve a common goal—employees that are healthy, happy and productive. The following is a list of stretching benefits:

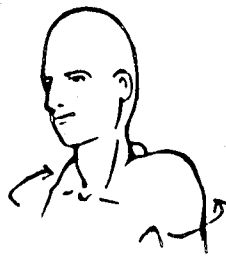
- Increased concentration
- Improved performance—a relaxed person thinks and works better.
- Improved mental attitude—helps relieve stress
- Improved physical well being
- Decreased muscle tension and nervous fatigue

## IMPLEMENTATION OF A STRETCH PROGRAM

Employee training specifically designed to teach individuals about their working environment, how to take control of their work space, and stretching, can be done in a half-day training session. There are numerous ergonomic topics that can be discussed. Films can be shown on how to cope with stress and a stretching or exercise specialist can be brought in to discuss and show specific exercises and highlight individual discomforts. This is an optimal opportunity to introduce the importance of stretching to all levels of employees.

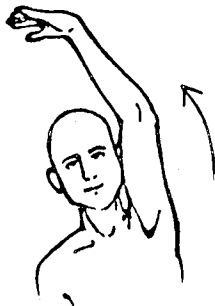
The stretching portion of the ergonomic training session can be integrated in any employee training session as a good opportunity to demonstrate stretch breaks to a large group of employees. If an ergonomic training session is out of the question, then using the training sessions already instituted by the corporation would be an easy step. Instead of a sugar-laden caffeine break, invite an expert on stretching to lead the conference on the exercises. The actual break will only take 10–15 minutes and will increase each participant's concentration.

Orientation of new employees is another avenue to demonstrate or inform people on how to keep ahead of muscle tension. It will show that the company is committed to employee health and



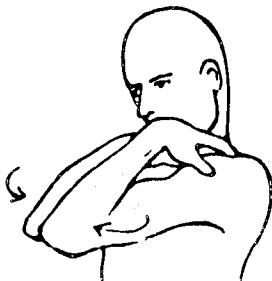
### 6. UPPER ARM STRETCH

Sit forward in chair; clasp hands behind; straighten your arms and lock your elbows. Hold for 4. Repeat 3X.



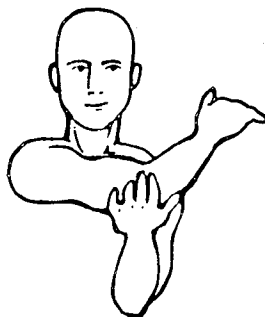
### 7. REACH

Slowly raise 1 arm while inhaling; let your arm drop and exhale. Change Arms. Repeat 2X.



### 8. UPPER BACK STRETCH

Place your hands on your shoulders; elbows are parallel to the floor; press elbows together for count of 4. Repeat 2X.



### 9. MIDDLE UPPER BACK STRETCH

Place right hand on back with elbow parallel to the floor; gently press right arm back with left hand; hold for count of 4. Reverse. Repeat 2X.

preventative care.

Develop a pictorial brochure on the stretching exercises so that employees can keep it at their desks. Encourage employees to actually perform the specific exercises every two hours. Coffee breaks could be switched to group stretch breaks or walks. Meetings could begin with some simple stretches so that people realize the importance of stretching.

The opportunities for stretching within the corporate structure are many. If your company has access to a fitness center, the resources will be easy to find. Ask the coordinator to develop an easy-to-do stretch routine that meets your employees' needs. The following guidelines were useful in developing a stretch program for our employees, who work mainly in offices:

- The stretches need to improve flexibility and be relaxing.
- The routine should only take approximately ten minutes to perform.
- There is no need for specific equipment.
- The stretches should be easy to do.
- The routine should be performed in the office and the employee should be wearing business attire.

Our corporation decided on the first suggested implementation. We felt the need to inform employees about their work environment and the factors they could control to make their working day more comfortable. The name of the program was Techno Health and was offered as a half-day seminar. The stretching exercises included in the session became the Techno Fit stretches to compliment the focus of the seminar. The response to the stretches was positive, although a few participants felt uncomfortable stretching in their work space.

More corporations are looking toward a healthier future for their employees. The controversial smoking policies were just the beginning and the trend for holistic changes is necessary to keep up in the competitive business world. Programs such as stretching, walking, and relaxation are needed to help keep employees productive and healthy.



*Rocca Morra is Program Coordinator for the employee fitness program at Manufacturers Life Insurance Company, Toronto, Ontario, Canada.*



### 10. PECTORAL STRETCH

Lift arms and clasp hands behind head; gently press elbows back for a count of 4. Repeat 2X.



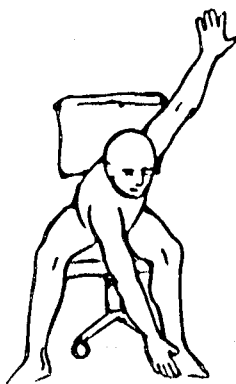
### 11. WRIST STRETCH

With left hand, gently press fingers of right hand backward; then use left hand to press right hand downward toward wrist. Change hands.



### 12. TRUNK TWIST

Sit slightly forward in chair; turn to the right and place both hands on the back of the chair; keep your lower body facing forward while your upper body is gently twisting. Hold for count of 5. Change sides.



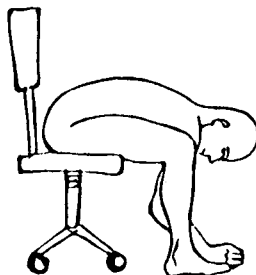
### 13. WINDMILL

Sit slightly forward, feet flat and apart; raise arms up in the air; touch right hand to left foot; left arm is still pointing up; return to starting position; change sides. Repeat 4X.



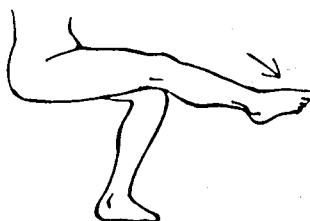
### 14. ELBOW TO KNEE TOUCH

Arms at shoulder level; raise right knee and touch it to left elbow; change sides. Repeat 4X.



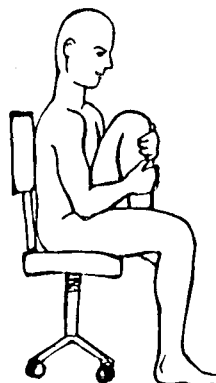
### 15. BACK RELAXER

Slowly lean forward and lower your head, neck and shoulders between your knees; slowly sit up, unrolling the spine one vertebrae at a time. Finish with a high straight back. Repeat 2X.



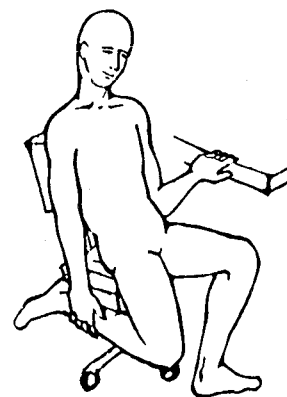
### 16. LEG EXTENSION

Sit up straight with back supported; bring 1 leg straight out in front of body; hold for a count of 4; point and flex slowly for 4 times. Change legs.



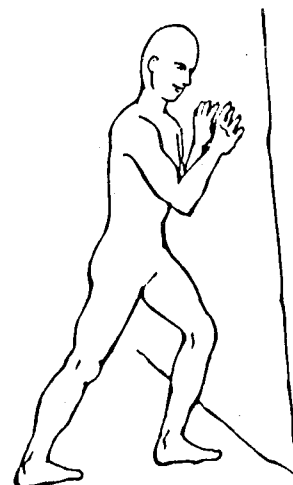
### 17. KNEE HUG

With both hands, grasp right knee and pull it up to chest; hold for a count of 4; change legs. Repeat 2X.



### 18. FRONT THIGH STRETCH

Sitting well forward and sideways in chair, flex outside leg and grasp foot with hand; gently stretch front thigh by pointing knee directly down to the floor; hold for a count of 4. Change sides.



### 19. CALF STRETCH

Standing with hands pressed against wall, step 1 foot back until a stretch in the back of the lower leg is felt; press heel down; keep hips square to the wall. Hold for count of 4. Change legs.



### 20. FOOT MASSAGE

Remove shoes; place tennis ball under foot; roll ball around under foot; massage tension out of hot, tired feet. Change feet.



### 21. FINGERS

Press fingers of both hands against each other; hold for a count of 5. Repeat 2X.

# The Palace Awaits—

*for 1988 Conference Attendees*

by Pamela A. Tober, editor

Now is the time to make plans for NESRA's 47th Annual Conference and Exhibit in Orlando. With so many activities and sessions to take advantage of, time and convenience will be extremely important to attendees.

Upon registering at the Buena Vista Palace, the most complete vacation and convention resort inside the Walt Disney World Village complex, you will not only find that you are surrounded by luxury and convenience but also that your participation in conference and free-time opportunities is greatly facilitated by the amenities chosen for you.

The 841 rooms and suites of this \$93 million resort have private balconies, either king-size beds, sleeper sofas and sitting areas or queen-size beds and adjacent conversation areas. Many of the rooms overlook EPCOT Center and The Village, and others open on to one of two central atriums or a courtyard.

Having a 27-acre waterfront location, the hotel is joined to all areas of Walt Disney World by complimentary, frequent transportation offering private access to EPCOT Center, the Magic Kingdom, Fort Wilderness Lake Buena Vista Club, the Shopping Village and Disney golf courses. Car rentals, limousines, taxis, and airport transfer services are available.

In addition, the shops, restaurants and entertainment of Disney's shopping village are steps away. On-site shops include newsstand/Sunday shop; Disney gift shop; men's and women's boutiques, beauty salon; and national car rental.

For the many fitness/health conscious attendees, a complete range of recreational facilities are available, including two luxurious tropical swimming pools—one freeform with both indoor and outdoor exposure and one competition-style adult and family pool; children's pool; whirlpool; sauna; four lighted tennis courts, including a stadium court for which a limited number



*The Buena Vista Palace, Orlando, Florida*

of racquets are available for use at no charge; electronic gameroom; horse-shoes; volleyball; and two-and three-mile jogging trails. The resort has designed a handy wrist-tag jogging map of the area with suggested routes and mile markers. Two jogging courses take runners 2.25 or 3.1 miles past waterways, boating, clubs and villas. Golf is available at three 18-hole championship Walt Disney World courses, and Disney's 19-hole junior course. All golfing arrangements can be made at the hotel.

Because appetites are always hearty, management's philosophy at the Buena Vista Palace is to offer guests the finest dining experience possible, and between the 10 restaurants and lounges, the hotel offers something for every palate.

Since opening in August, 1983, Ar-

thur's 27, on the 27th floor, has won repeated accolades as "the best restaurant in Central Florida." The menu, which changes seasonally, is nouvelle continental; service is impeccable; and the views overlooking EPCOT Center, the Magic Kingdom and Walt Disney World Village are spectacular. Dramatic decor with mirrors and lighting give a romantic "crystal palace" effect. Seating is from 6:30 to 10:30 p.m. Reservations are usually necessary. An intimate dining room, Arthur's Aviary, is available for private parties of up to 16.

The Outback Restaurant, one of central Florida's most popular "fun" themed restaurants, features thick, juicy Black Angus steaks, and grilled seafood prepared in its distinctive display kitchen. The restaurant also specializes in four-pound Maine lobsters and prime

rib of beef. The Outback, open from 6 a.m. to 11:30 p.m., is known for its exciting decor—an Australian “bush” motif—excellent food and attentive service.

The Watercress Cafe and Bake Shop, designed in the style of a Mediterranean palazzo with both indoor and outdoor seating overlooking Lake Buena Vista, is open 24 hours a day for casual dining. The menu features sandwiches, salads, soups and other Florida favorites. Freshly baked specialties are available to go from the adjacent Bake Shop counter.

Brand new is Courtyard Pastries and Pizza, located next to the game room, offering coffee, beverages, pastries, sandwiches and Sicilian style deep dish pizzas from 7 a.m. to 2:30 a.m.

The Laughing Kookaburra Good Time Bar, is a popular night club famous for its selection of 99 international beers. Open from 5 p.m. to 2 a.m., the “Kook” features top-name entertainment, hors d’oeuvres, daily happy hour and nightly specials. Top Of The Palace Lounge, open daily from 5 p.m. to 2 a.m., on the 27th floor, offers breathtaking views, hors d’oeuvres and relaxing music. The

Lobby Lounge, in the heart of an atrium, overlooks picturesque Lake Buena Vista, and serves cocktails, wines and an assortment of champagnes. Afternoon specialty service offers exotic teas, coffees and pastries. Piano entertainment fills the atrium throughout the day.

As an official Walt Disney World resort, on-site conference advantages are many. The Palace offers groups Walt Disney World seminar programs; spouse programs; availability of Walt Disney World entertainment, and characters for private parties; private access to the Magic Kingdom and EPCOT Center; and availability of special group golf privileges, tournaments and rates.


For business travelers, the hotel offers translation and secretarial services as well as telegram and cable services.

All guests are offered 24-hour room service; concierge; nightly turndown service with mints and flowers on bed pillows; computerized card keys; free self-parking; valet parking available; international currency exchange; airline assistance; safety deposit boxes; laundry and shoe shine. Individual room amenities include luxury bath soaps, shampoos and bubble baths; sewing kits; shower caps; stationary; and other

grooming accessories.

Opened in March, 1983, the Palace was designed to offer a wide variety of intimate spaces within a large fashionable structure. Because the hotel serves both business travelers and vacationers, the meeting complex and recreation facilities have been set apart so that all guests would have comfortable private access to various outlets and rooms. The main entrance is via an elevated driveway to the third floor of the main tower. Other private group entrances are located on the first floor. Waterfalls, fountains, and rich tapestries accent the design throughout the building.

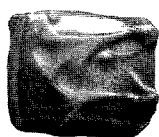
The hotel has earned numerous awards, including the 1985 and 1986 Gold Key Award for meeting excellence, the Mobil Four Star Award and the Four Diamond citation from the American Automobile Association.

Clearly, the Buena Vista Palace offers features and benefits not available at other area hotels. Register today and come May, you will feel the “Magic of Employee Services and Recreation,” this year’s conference theme. Delegate Registration is \$275. Hotel rooms are \$107, single and double. 

## THE SWEETEST EMPLOYEE BENEFIT.

Make one call and write one check to See's Candies and you'll sweeten your company image any time of the year as well as at Valentine, Easter and Christmas. See's new Quantity Order Catalog is just off the press. For your copy, call 800-FOR-SEES. Alaska, Hawaii and Canada call (213) 837-9141.

See's Candies  
Quantity Order Service Center  
P.O. Box 3235, Culver City, CA 90231



Caramel



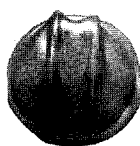
Almond Cluster



Bordeaux



See's



Chocolate Butter



Cocoanut Cream



California Brittle

FAMOUS OLD TIME CANDIES



# NESRA's '88 Buyer's Guide of Products and Services

## EMPLOYEE DISCOUNT/FUND- RAISING PROGRAMS

**ACTION PACKETS, INC.**  
344 Cypress Rd.  
Ocala, FL 32672  
(800) 874-9853  
(800) 342-0150 (in FL)  
(904) 687-2202  
FAX (904) 687-4961  
Contact: Warren Kaplan

Manufacturers and wholesalers, Action Packets provides one-stop wholesale shopping for your employee store. Offerings include custom patches, hats, cloissone hat tacs, t-shirts, coffee cups, model kits, toys, imports, books, novelties for resale or special events. Over 40,000 different products are available at wholesale.

**ADAM CHERWITZ  
ENTERPRISES**  
5501 LBJ Fwy., Suite 210  
Dallas, TX 75240  
(214) 980-0818  
Contact: Adam Cherwitz

Adam Cherwitz Enterprises offers substantial savings on a wide selection of fine jewelry set in 14kt. gold with or without gem stones. Merchandise can be provided on consignment to be sold at company stores.

**AMERICAN PHOTO GROUP**  
1010 Huntcliff  
Atlanta, GA 30338  
(404) 587-5050  
Contact: Dale G. Powers

American Photo Group offers its customers complete film developing services. APG's labs are among the first to receive certification under a new program developed by Kodak—the Kodak Colorwatch System—for labs using Kodak paper and chemicals exclusively.

**APPAREL BROKER**  
750 George Busbee Pkwy.  
Box 31  
Kennesaw, GA 30144  
(404) 421-1212  
Contact: Bernard Krantz  
Rob Scales

The Apparel Broker offers a selection

of men's apparel at substantial savings including items such as the classic blazer, quality dress trousers, the finest dress shirts, 100 percent Italian silk neckties, 100 percent cotton short-sleeve knit shirts and more.

**AT&T CONSUMER PRODUCTS**  
4 Campus Dr.  
Parsippany, NJ 07054  
(201) 829-1943  
Contact: James P. (Jim) Finn

AT&T Consumer Products provides a wide range of products from standard telephones to the most advanced telecommunications equipment which now offer more convenience and benefits than before. The assurance of quality, performance, and reliability have made AT&T the right choice for more than 100 years.

**B.J.'S WHOLESALE CLUB**  
P.O. Box 3000  
Natick, MA 01760  
(800) BJS-CLUB  
Contact: Gayle Gordon

B.J.'s Wholesale Club offers self-service, cash & carry membership designed to serve retailers, institutions, offices and groups of individual consumers by selling at wholesale prices.

**BLACK & DECKER (U.S.), INC.**  
10 N. Park Dr.  
P.O. Box 798  
Hunt Valley, MD 21030  
(301) 683-7115  
Contact: Richard MacDonald

Power tools, lawn and garden equipment, workmates and accessories, car-care products, bench tools, hobby tools and many more labor-saving devices are available from Black & Decker.

**BOSTONIAN SHOES**  
118 Carlisle St.  
Hanover, PA 17331  
(717) 632-7575  
Contact: Julien Allie

Bostonian Shoes offers special savings on men's footwear as well as other name brands such as Clarks of England, Hanover, Bass, Nike, Reebok, Frye Boots and Herman Boots. They also offer savings on ladies brands including: Maine Woods, Rockport, Cherokee and Ree-

bok. Discounts of up to \$75 per pair and up to 40 percent off retail are available.

**BRONSON PHARMACEUTICALS**  
4526 Rinetti Ln.  
La Canada, CA 91011  
(818) 790-2646  
Contact: Frosty Ainlay

Bronson offers a variety of group plans for the mail-order vitamin program. Employees can save an additional 10 percent using our envelope program which requires no effort to administer. Extra discounts for organizations who sell our products in their company stores are available. Write for complete details.

**CAHNERS EXPOSITION GROUP**  
221 Columbus Ave., P.O. Box 35  
Boston, MA 02117-0035  
(617) 536-8152  
Contact: Robin Segel

The Cahnners Exposition Group offers NESRA members the opportunity to purchase discount tickets on a consignment basis for trade and public shows produced across the United States.

**CERTRON CORPORATION**  
1651 S. State College Blvd.  
Anaheim, CA 92806  
(800) 854-3943  
(714) 634-4280 (in CA)  
Contact: Mark Winsberg  
Kathy Brunette

Products include blank videotapes at \$2.99 each, VHS headcleaner at \$4.99, blank audio tapes at 50 cents & 65 cents, floppy diskettes from 40 cents each, plus many accessory files and cabinets. Join over 200 NESRA companies nationwide in this unique benefit program.

**CHERRY HILL FURNITURE,  
CARPET & INTERIORS**  
P.O. Box 7405  
Furnitureland Station  
High Point, NC 27264  
(800) 328-0933  
(919) 882-0933  
Contact: Donna Blair

With 50 years experience, Cherry Hill offers discounts up to 50 percent off furniture and carpet direct from North Carolina's furniture capital. Choose from 500 brands of furniture including Councill Craftsmen, Lane, Ficks Reed and Kar-



astan carpet. Nationwide in-home delivery is available. Call for quotations and a brochure.

**COLORCRAFT CORPORATION**  
3000 Croasdaile Dr.  
Durham, NC 27705  
(919) 383-8535  
Contact: Mark Blaustein

**C.S.C. MARKETING, INC.**  
9990 Monroe Dr., Suite 106  
Dallas, TX 75220  
(214) 350-6706  
Contact: W. O. Smithers, Jr.

C.S.C. Marketing offers electronic items on consignment such as telephones, watches, calculators, car stereos, portable jam boxes, and framed pictures.

**DIAMONAZE COMPANY**  
A DIVISION OF DAVID J.  
SELZNICK MARKETING  
100 W. 94th St.—24E  
New York, NY 10025  
(212) 866-1441  
Contact: Mr. David J. Selznick

Diamonaze Company offers premium and incentive items for corporate services. Items include jewelry in all metals, precious and synthetic stones, clocks, watches, and 14kt. gold chains. NESRA members are offered a 15 percent discount off products used for fund-raising purposes.

**EMPLOYEE PHOTO SERVICE, USA**  
180 Furler St.  
Totowa, NJ 07512  
(201) 890-1803  
Contact: Tom Kearns

Employee Photo Service offers customized film developing programs, designed so minimum staffing is required. Programs range from daily company pick-up and delivery to direct mail. Exclusive service offered to the employee activities marketplace.

**EMPLOYEE PRINTING SERVICES, INC.**  
P.O. Box 248  
Bedford Park, IL 60499-0248  
(800) 323-2718  
(312) 496-4900 ext. 222  
Contact: Kay Hardy

Employee Printing Services, Inc. is a designer and manufacturer of fine wedding invitations, personalized Christmas cards, announcements and accessory items. All products are offered to NESRA members at a 40 percent discount.

**ENCYCLOPAEDIA BRITANNICA U.S.A.**  
310 S. Michigan Ave.  
Chicago, IL 60604

(312) 347-7306  
Contact: Ralph Alleman

Encyclopaedia Britannica offers an income producing opportunity to NESRA members through use of inserts/statement stuffers, making available a group discount offer on Encyclopaedia Britannica to your employees.

**ENTERTAINMENT PUBLICATIONS, INC.**  
1400 N. Woodward Ave.  
Birmingham, MI 48011-1075  
(313) 642-8300  
Contact: Shirley G. Schmitz

Publishers of *Entertainment* coupon books and/or *Gold C Saving Spree* books in 73 U.S., six Canadian and four foreign markets. The books contain hundreds of two-for-one offers for local dining, movies, special events, sports, hotels and more. Products are available to nonprofit fund-raising groups and to employee groups on consignment, with no deposit or risk. Pay only for the books you sell. The company also designs and publishes custom premium products.

**FUN SERVICES**  
221 E. Cullerton St.  
Chicago, IL 60616  
(312) 225-8187  
Contact: Brian E. Russell  
Carlos Barragan Jr.

This franchise system of offices across the country helps people with company picnics and parties, and supplies a variety of games and programs for both adults and children. Fun Services also specialize in premium, imprinted and fund-raising items. To locate the office nearest you, call (800) 621-1570.

**GALLOWAY PROMOTIONS**  
2039 Washington Rd.  
Spartanburg, SC 29302  
(803) 582-0544  
(800) 845-5033  
Contact: Linda Galloway  
Lynn Chambers

Galloway Promotions can supply a virtually unlimited range of products imprinted with your logo or special message for such programs or events as employee incentive plans, fund-raising, theme parties, company stores, picnics, gifts and much more.

**GRANDMA'S MASTER FRUIT CAKE/METZ BAKING CO.**  
P.O. Box 457  
201 S. 5th St.  
Beatrice, NE 68310  
(800) 228-4030  
Contact: Ron Young

Grandma's Master Fruit Cake is truly a gourmet's delight—loved by all, it's the perfect gift. Use as corporate gift, store

resale item, fund-raiser, or employee discounted merchandise. NESRA discount to all employee groups. Samples and brochures available on request.

**GUARDIAN PHOTO**  
43043 W. Nine Mile Rd.  
Northville, MI 48167  
(313) 349-6700  
Contact: Rick Frame

Guardian Photo was named 1985's "Photofinisher of the Year" according to *Photo Trade News*. Pickup and delivery of film for processing at your work place for wholesale prices are offered. An often-used product when made available, Guardian's program requires little or no administration.

**HEIRLOOM BIBLE PUBLISHERS**  
P.O. Box 118  
Wichita, KS 67201  
(316) 267-3211  
(800) 835-1051  
Contact: Jerry Anne Hadley

Heirloom Bible Publishers offers large family Bibles in Protestant, Catholic, Spanish Catholic, and Jewish editions. These Bibles are ideal for personal gift-giving, company and memorial gifts. Buy direct from the publisher at better-than-wholesale prices. NESRA members are offered up to 70 percent off publisher's retail prices on group orders.

**INTERNATIONAL TRAVEL SERVICES**  
99 Bedford St.  
Boston, MA 02111  
(617) 482-2550  
(800) 458-0034  
Contact: Susan R. Schumacher

International Travel Services publishes *Travel Sav*, a biannual (October and February) discount catalog offering savings of up to 40 percent per person on leisure travel for employees of major corporations. The winter/spring issue is slanted toward national distribution.

**J. B. BENTON ADVERTISING**  
P.O. Box 1778  
120 Route 9W  
Englewood Cliffs, NJ 06732-0778  
(201) 592-1510  
Contact: Linda Parente

**KRAFT PACKAGING CORP.**  
231 Herbert Ave.  
Closter, NJ 07624  
(201) 768-0498  
Contact: Ellen E. Rochford

Kraft offers a highly successful employee benefit or fund-raising program based on an exclusive line of gift wraps. Christmas and all-occasion collections of premium paper and coordinated accessories are priced well below retail level. This easy-to-manage program is

backed with service refined by 25 years of experience.

**LSB COMPANY, INC.**  
1261 Broadway Ave.  
New York, NY 10001  
(212) 725-2277  
Contact: Gary Brill

LSB Company offers designer and brand name merchandise for employee stores, corporate promotions, company picnics, Christmas gifts and parties, and employee sales at below wholesale prices. Products by Ann Klein, Gucci, Geoffrey Beene, Goebel, Pierre Cardin, Casio, and much more are available. LSB features the corporate teddy bear as well as many other imprinted items. Utilize immediate delivery with no minimums. Brochures are available.

**METRO PUBLICATIONS, INC.**  
15919 W. Ten Mile Rd.  
Southfield, MI 48075  
(313) 552-0800  
Contact: David Kersh

**NATIONAL PUBLISHERS' SERVICE**  
201 N. Robertson Blvd. Suite G  
Beverly Hills, CA 90211-1748  
(213) 278-1141  
Contact: William M. Figilis

National Publishers' Service offers discount subscriptions to *Money*, *Newsweek*, *U.S. News*, *PC World*, *Scientific American*, *Savvy*, and more. NESRA members are offered savings of up to 50 percent off the regular subscription prices and the service of handling all order processing and billing.

**NEW ENGLAND ART PUBLISHERS**  
10 Railroad St.  
North Abington, MA 02351  
(617) 878-5151  
Contact: Walt Churchill

With over 35 years of experience serving recreation and employee clubs, New England Art Publishers offers personalized Christmas cards of the highest quality and design. Write or call for details about products and easily administered programs.

**NEWPORT SALES, INC.**  
435—38th St.  
Brooklyn, NY 11232  
(718) 499-7788  
Contact: Mendel Klein

**ONEIDA SILVERSMITHS**  
Kenwood Station  
Oneida, NY 13421  
(315) 361-3211  
Contact: Bill Hicks

Oneida Silversmiths offers silverplated

holloware, stainless steel flatware, sterling flatware, silverplated flatware and cutlery to NESRA members at discounts of up to 60 percent.

**PHOTOTRON CORPORATION**  
412 W. Hospitality Lane  
San Bernardino, CA 92408  
(714) 381-1644  
Contact: Philip H. Steblay

**PRICE'S FINE CHOCOLATES**  
P.O. Box 378  
Richmond, MO 64085  
(800) 821-3008  
(612) 375-7452  
Contact: Matthew Hoy

Price's Fine Chocolates offers a complete line of fine chocolates and other similar items gift wrapped for Christmas and shipped freight pre-paid to your company. Discounts range from 30 to 40 percent for NESRA members. Minimum order is \$300 at the discounted price.

**SEE'S CANDIES**  
210 El Camino Real  
South San Francisco, CA 94080  
(415) 583-7307  
Contact: Sue Keller

See's Candies offers substantial quantity order discounts, as well as free delivery to one destination on orders of 50 pounds or more of See's boxed chocolates.

**SHEAR MADNESS**  
Charles Playhouse  
74 Warrenton St.  
Boston, MA 02116  
(617) 451-0195  
Mayfair Theatre  
636 S. Michigan Ave.  
Chicago, IL 60605  
(312) 786-9317  
Theatre Lab Cabaret  
Kennedy Center for the Performing Arts  
Washington, DC 20566  
(202) 835-2805  
(800) 992-9035 (Natl. Group Sales Office)  
Contact: Janis B. James

Shear Madness is the side-splitting comedy whodunit that lets the audience play armchair detective. It is the longest running play in the history of Boston and Chicago. Generous group discounts are available.

**SHEER ILLUSION HOSIERY**  
Box 27106  
Minneapolis, MN 55427  
(612) 593-1988  
Contact: Marie Ann Downs  
Chuck Downs

Sheer Illusion offers first quality hosiery

at virtually 50 percent less than retail. There is no shipping fee for NESRA members and products are shipped to employees' homes (allow three to four days for delivery). A rebate program is also available for NESRA companies. Call or write for literature and order forms.

**SHIRT BROKER**  
222 Cutty Sark Way  
Alpharetta, GA 30201-4221  
(404) 442-1780  
Contact: Mike Fortier

The Shirt Broker gives corporate employee buying clubs an easy, inexpensive way to buy classic dress shirts and fine silk ties for its employees. Our corporate program features everything you would expect from a business source: quality products, wholesale prices and fast, considerate service. For more details, please call or write us.

**SWERSEY'S CHOCOLATES**  
54-01 Grand Ave.  
P.O. Box 286  
Maspeth, NY 11378  
(718) 497-8800  
Contact: John Swersey

Swersey's Chocolates' group buying plan provides the finest quality chocolates and gift items at special NESRA wholesale prices. Employee associations can deliver substantial savings to employees or use as a holiday fund-raiser during Halloween, Thanksgiving, Christmas, Valentine's Day, Easter and Mother's Day.

**TENNESSEE GOLD AND SILVER EXCHANGE**  
1717 Elm Hill Pike  
Nashville, TN 37210  
(800) 528-8433 (wait for tone, then dial 834)  
(615) 360-2277  
Contact: Phyllis Crowell

The Tennessee Gold and Silver Exchange offers a direct employee mail order program and a company store program. NESRA members receive a 20 percent discount on its entire line of 14kt, precious stone and sterling silver jewelry.

**UNITED STATES CHEMICAL CORPORATION**  
2655 N. Mayfair Rd.  
Milwaukee, WI 53226  
(800) 558-9566  
(414) 475-5990 (in WI)  
Contact: Naomi Davidson

U.S. Chemical manufactures laundry detergents, dishwashing and general housekeeping products. We offer a discount program for your company that will enable employees to purchase commercial quality products at substantial savings. Please call for details.

**UNIVERSAL STUDIOS TOUR**  
P.O. Box 8620  
100 Universal City Plaza  
Universal City, CA 91608  
(818) 777-3793  
Contact: Alice Ward

At Universal Studios Tour you will meet King Kong who is over 30 feet tall, and guaranteed to make you scream—for more thrills! Plus, you will visit our famous back lot and enjoy five live shows in our entertainment center, including our newest show, Miami Vice Action Spectacular!

**VROOMAN GROUP**  
P.O. Box 19263  
Seattle, WA 98109  
(206) 641-9633  
Contact: Robert S. Vrooman

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## **FAMILY ENTERTAINMENT CENTERS**

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**BOARDWALK AND BASEBALL**  
P.O. Box 800 (I-4 and U.S. 27)  
Orlando, FL 32802  
(305) 648-5151  
(813) 424-2424  
Contact: Karen Hardy

Boardwalk and Baseball, Central Florida's newest attraction, offers 30 rides, live shows, entertainment, midway games, baseball and more which are all interconnected by a jarrahwood boardwalk. Harcourt Brace Jovanovich Parks Discount Club offers savings on admission to all three Florida attractions including Boardwalk and Baseball, Cypress Gardens and Sea World.

**BRUNSWICK RECREATION CENTERS**  
One Brunswick Plaza  
Skokie, IL 60077  
(312) 470-4184  
Contact: Randy Wagner

Brunswick, the largest chain operator of family bowling and recreation centers worldwide, offers free group bowling parties to NESRA companies wishing to organize a bowling program for their employees on a local or national basis.

**DARIEN LAKE THEME PARK AND CAMPING RESORT**  
Darien Center, NY 14040  
(716) 599-4641  
Contact: Linda Taylor

NESRA members are invited to experience Darien Lake, America's newest and New York State's largest major theme park, with over 2,000 campsites, 200 R.V. rental units, rides, lakes, live

shows, food outlets and much more.

**FLORIDA'S SILVER SPRINGS/ FLORIDA'S WEEKI WACHEE**  
P.O. Box 370  
Silver Springs, FL 32688  
(904) 236-2121  
Contact: Chuck Coates

Florida's Silver Springs/Florida's Weeki Wachee offers the Great Entertainer Club Card available to companies as a free employee benefit. The card provides a 15 percent discount on all admissions at Silver Springs, Weeki Wachee, Wild Waters, Buccaneer Bay, and rooms at the Holiday Inn, Weeki Wachee. Request an application from Silver Springs.

**GEAUGA LAKE—FUNTIME, INC.**  
1060 Aurora Rd.  
Aurora, OH 44202  
(216) 562-7131  
Contact: Julie Stokes

Geauga Lake theme park offers over 100 rides and attractions including Boardwalk Shores water themed area featuring "The Wave!"

**KINGS ISLAND**  
c/o Group Sales  
Kings Island, OH 45034  
(513) 241-5600  
Contact: Jerry Greager

A 1,600-acre family entertainment center, Kings Island has six-themed areas with over 100 rides, attractions and shows. A Jack Nicklaus 36-hole golf and tennis sport center, the College Football Hall of Fame, two full service motels, campgrounds, and the Outlet Mall are among the many attractions. Discounts are available.

**MEADOWLANDS ARENA**  
P.O. Box C-200  
E. Rutherford, NJ 07073  
(201) 460-4114  
Contact: Norine E. Barnett

The Meadowlands Sports Complex—Meadowlands Arena, Giants Stadium, and Meadowlands Racetrack—is America's number one sports and entertainment address offering the finest year round in professional sports, college and amateur athletics, concerts, family shows, Indy car racing, thoroughbred and harness racing, and other special events.

**QUEEN MARY & SPRUCE GOOSE**  
P.O. Box 8  
1126 Queens Way Dr.  
Long Beach, CA 90801  
(213) 435-3511 ext. 1252  
Contact: Kris Drummond

Queen Mary & Spruce Goose Voyager Club offers members 10 percent sav-

ings on combination attraction tickets, Hotel Queen Mary lodging and selected merchandise. Larger discounts are offered on attraction admission during selected time periods. This program is absolutely free to employers and employees of NESRA members (minimum 100).

**SAN DIEGO ZOO AND SAN DIEGO WILD ANIMAL PARK**  
P.O. Box 551  
San Diego, CA 92112  
(619) 231-1515  
Contact: Mary Lou B. Antista

San Diego Zoo and San Diego Wild Animal Park offers Zoofari Club discount cards, ticket or voucher programs, catered events and behind the scene tours. These programs are available on a national level to NESRA members only.

**SEA WORLD**  
1720 S. Shores Rd.  
San Diego, CA 92109  
(619) 222-3845  
Contact: Anthony Flores

All four Sea Worlds, located in California, Florida, Ohio and Texas, offer several entertainment options for companies promoting Sea World discounts to their employees. Choose from a company-sponsored picnic catered by Sea World, company discount days, or its official membership discount club—Shamu's Dolphin Card. Each discount program is designed to fit the needs of individual recreation programs.

**WALT DISNEY'S MAGIC KINGDOM CLUB**  
P.O. Box 4489  
Anaheim, CA 92803  
(714) 999-4162  
Contact: Bob Baldwin

Walt Disney's Magic Kingdom Club offers a variety of Disney leisure benefits and programs to employees of more than 23,000 participating organizations throughout the United States, Canada, Mexico and the Orient.

**WET 'N WILD, INC.**  
6200 International Dr.  
Orlando, FL 32819  
(305) 351-1800  
Contact: Kim Perkins

Get set for a sparkling, splashing, raging, relaxing, sun-filled, fun-filled watery day at America's favorite water parks. Offering the finest in family water recreation. Wet 'n Wild has parks located in Orlando, Florida; Las Vegas, Nevada; and Arlington, Texas; offering a 15 percent Sun 'n Surf Club discount to NESRA members at all locations.

**WISCONSIN DELLS 20% VACATION CLUB**



560 Wisconsin Dells Pkwy.  
Wisconsin Dells, WI 53965  
(608) 253-3031  
Contact: Thomas M. Diehl

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## FITNESS EQUIPMENT/ FACILITIES/SERVICES

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3-D BANNER SYSTEMS, INC.  
4471 W. Rosecrans Ave.  
Hawthorne, CA 90250  
(213) 679-4792  
Contact: Howard Messer

3-D Banner manufactures a wide range of changeable/reusable banners and signs used in the promotion of indoor and outdoor events. Using a velcro-like material, they enable you to make hundreds of messages—increasing employee awareness and participation in company events.

COURT PRODUCTS, INC.  
1500 Old Deerfield Rd.  
Highland Park, IL 60035  
(312) 831-5700  
(800) 323-9388  
Contact: John S. Wineman, Jr.  
Todd Stetson

Court Products, Inc. offers NESRA members customized apparel for teams and staff outings and products for recreation, company identification, and company stores. A full line of fitness equipment, apparel and shoes is also available at competitive prices with prompt delivery.

FITNESS MANAGEMENT  
MAGAZINE  
3923 West 6th St.  
Los Angeles, CA 90020  
(213) 385-3926  
Contact: Nancy Field

*Fitness Management* magazine provides information for the profitable management and professional program leadership of adult physical fitness centers. It regularly features exercise science, marketable programs, management, facilities, equipment and related services. Subscriptions are free to persons having purchasing influence or authority for fitness centers.

HEALTH EDCO, INC.  
P.O. Box 21207  
Waco, TX 76702-1207  
(817) 776-6461  
Contact: Leonard Hooks

Health Edco sells health promotion aids for smoking, alcohol, drug abuse, cancer awareness, breast cancer detection and prevention. Items include displays,

audio-visuals, teaching models, posters and videos.

HYDRA-FITNESS INDUSTRIES  
P.O. Box 599  
2121 Industrial Park Rd.  
Belton, TX 76513  
(800) 433-3111  
Contact: Paul Trammell

Hydra-Fitness Industries manufactures hydraulic fitness and testing equipment. Treadmills, rowing machines and health risk management systems are also available.

MARCY FITNESS PRODUCTS  
1900 S. Burgundy Pl.  
Ontario, CA 91761  
(800) 34-MARCY  
(714) 982-2729  
Contact: Michelle Robinson

Marcy Fitness Products is a 40-year-old manufacturer of commercial fitness products offering a self-guiding and safe exercise program. A cardiovascular/aerobic workout is included as well as one for toning/strength and flexibility. National distribution and service are available.

MUSCO SPORTS LIGHTING,  
INC.  
2107 Stewart Rd.  
P.O. Box 14  
Muscatine, IA 52761  
(319) 263-2281  
Contact: Brian Connel  
Luann Schillig

Musco Sports Lighting produces lighting systems for recreation and athletic fields. Musco offers design, manufacturing, installation, and financing of sports field lighting systems.

NUTRASMART, INC.  
Box 2826  
Torrance, CA 90509-2826  
(213) 618-9905  
(800) 367-1500  
Contact: Brad Alesso

Help fight fat in your company. Stock NutraSmart's innovative Fat Fighter™ cookies in your company store or fitness center. Used by fitness enthusiasts everywhere, the Fat Fighter™ is great-tasting nutrition.

UNIVERSAL GYM EQUIPMENT,  
INC.  
P.O. Box 1270  
Cedar Rapids, IA 52406  
(319) 365-7561  
(800) 553-7901  
Contact: Tom Truitt

Universal Gym Equipment, features a complete line of single- and multi-station weight training equipment, free

weights and aerobic equipment including Monark exercise bikes, computerized AerobiCycle exercise bikes, ComputeRow rowing machines, Tredex treadmills and the Fitnet resistance and aerobic exercise machine network.

UNIVERSITY OF MICHIGAN  
FITNESS RESEARCH CENTER  
401 Washtenaw Ave.  
Ann Arbor, MI 48105  
(313) 763-2462  
Contact: Terri A. Goodman

The University of Michigan Fitness Research Center offers a health risk appraisal and a comprehensive lifestyle analysis questionnaire, *Healthlines* newsletter, Access-UM abstracting service, Targets health fact sheet, fitness screening and data analysis, all at a 10 percent discount to NESRA members.

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## HOTELS/RESORTS

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AMERICAN ADVENTURE, INC.  
5333 Mission Center Road,  
Suite 108  
San Diego, CA 92108  
(619) 295-8202  
(800) 445-5929 (in CA)  
(800) 445-1389  
Contact: Melinda Friery

American Adventure Members Committee invites guests to experience 24 of the finest campground resorts from coast to coast at a 10 percent discount off the published rates. More information can be obtained Monday through Friday between 9 a.m. and 6 p.m. (Pacific time zone) by calling the toll free number.

ASCUTNEY MOUNTAIN RESORT  
Box 29-18  
Brownsville, VT 05037  
(800) 243-0011  
(802) 484-7711  
Contact: David West

Ascutney Mountain Resort offers special discounts on ski and stay packages and golf, tennis, and foliage packages to participating NESRA companies. Resort facilities include 1,530-foot verticle drop ski slope, 31 trails, 70 percent snowmaking, cross-country trails, 100-unit slope condo/hotel, and a sports/health center.

BIG SAND LAKE LODGE, LTD.  
P.O. Box 646  
Northville, MI 48167  
(313) 420-4610  
Contact: Elizabeth McCarville

**BILTMORE COMPANY**  
One N. Pack Sq.  
Asheville, NC 28801  
(704) 255-1776  
Contact: Keith Yeatman

**CENTRAL FLORIDA WORLD  
RESORTS**

7081 Grand National Dr.,  
Suite 109  
Orlando, FL 32819  
(305) 351-6111  
Contact: Peter T. Rems

Central Florida World Resorts, with locations on International Drive, Disney Main Gate area, and new Boardwalk and Baseball area, offers over 900 family-priced rooms in the Central Florida/Walt Disney World area. NESRA members receive year-round discounts from 10 to 15 percent, in-house packages and toll-free reservations.

**COLONY PLAZA HOTEL**  
2600 W. Highway 50  
West Orlando (OCOE), FL  
32761

(305) 656-3333  
(800) 821-0136  
(800) 432-0668  
Contact: Carol Correia  
Robin Boyd

Colony Plaza Hotel, located 20 minutes from Disney World, has a swimming pool, lighted tennis courts, a lounge, coin-operated washers and dryers, and free airport pickup (with reservations and 48-hour notice). When accompanied by parents, children under 18 stay free of charge and children under 12 eat free. A \$34 room rate (for one to four persons) is available to NESRA members.

**COTTAGES RESORT AND  
CONFERENCE CENTER**  
P.O. Box 7528  
Hilton Head Island, SC 29938  
(803) 686-4424  
Contact: Liz Kiley

**DELTA COURT OF FLAGS**  
5715 Major Blvd.  
Orlando, FL 32819-7988  
(800) 268-1133  
(305) 351-3340  
Contact: Gail Stanley

This ideal resort hotel for an action-packed Orlando-Walt Disney World vacation has 800 rooms on 25 acres, three pools, kiddie pools, hot tubs, children's creative center, playground, tennis, golf, lounge with live entertainment and much more. NESRA members are offered a special rate of \$40 per room.

**EMBASSY SUITES HOTELS**  
3890 W. Northwest Hwy.  
Suite 200  
Dallas, TX 75220

(214) 350-6442  
Contact: Lee Hambrick

The 75 Embassy Suites Hotel locations offer two-room suites, living room and private bedroom, for the price of a standard hotel single. Complimentary, full cooked-to-order breakfast every morning and complimentary beverages (subject to state and local laws) every evening are available. Airport transportation is provided at most locations.

**FRONTIER HOTEL AND CASINO**  
3120 Las Vegas Blvd. S.  
Las Vegas, NV 89109  
(702) 734-0110  
Contact: Joel Barez

Frontier Hotel and Casino, located on the Las Vegas Strip, is a full-service resort hotel which offers a 900-seat show-room with top-name entertainment, a complete casino with race and sports book, and a lounge. In addition, three restaurants, a putting green, lighted tennis courts, and a swimming pool are available.

**GEORGE WASHINGTON LODGE  
COMPANY**  
990 DeKalb Pk.  
King of Prussia, PA 19406  
(215) 265-5000  
Contact: Dan Logan

The George Washington Lodge Company has seven motels located on the Pennsylvania Turnpike at exits 24, 25, 27, 28 and near exit 33 of the N.E. Extension. Group rates are available.

**HACIENDA RESORT HOTEL &  
CASINO**  
3950 Las Vegas Blvd., So.  
Las Vegas, NV 89119  
(702) 739-8911  
Contact: Clem Bernier

The Hacienda Resort Hotel & Casino offers over 800 rooms and suites, casino gaming, showroom, five restaurants and bars plus lounge entertainment. A Sunday-Thursday special rate of \$40 plus tax and Friday-Saturday-holiday rate of \$50 plus tax, single or double occupancy, are available.

**HILTON INN FLORIDA CENTER**  
7400 International Dr.  
Orlando, FL 32819  
(305) 351-4600  
Contact: Lani K. Hendricks

**HILTON INN GATEWAY**  
U. S. 192  
Kissimmee, FL 32741  
(305) 396-4400  
Contact: Rose Watkins

The Hilton Inn Gateway is ideally located one mile from the main entrance to Walt Disney World/Epcot Center and only minutes from most major attrac-

tions. The hotel features two pools, 18-hole miniature golf course, children's playground, restaurant, coffee shop/deli bar, piano bar lounge and pool bar. Transportation is available to all major attractions.

**HOLIDAY INNS, INC.**  
5850 T.G. Lee Blvd., Suite 320  
Orlando, FL 32822  
(800) HOLIDAY  
Contact: Laurie Cardenuto

Call Holiday Inns' toll free number (or call the hotels direct) for discounted rates on hotel room only packages offered in Orlando; Cocoa Beach; Miami; Miami Beach; Charleston, SC; Nashville; Knoxville; and Chattanooga. Brochures are available upon request.

**HOLIDAY INN OF GATLINBURG**  
333 Airport Rd.  
P.O. Box 1130  
Gatlinburg, TN 37738  
(615) 436-9201  
(800) 435-9201 (outside TN)  
(800) 435-9202 (in TN)  
Contact: Kathy Tidwell

Holiday Inn of Gatlinburg offers Holiday dome recreation facilities, two large heated indoor pools, a large heated outdoor pool, whirlpool, sauna, 406 guest rooms, executive suites, Louie's Place of Dining, DownUnder Club, game room, self-contained convention center, and quaint shops, tennis, tram to ski slopes and hiking nearby.

**HOWARD JOHNSON  
FOUNTAIN PARK PLAZA  
HOTEL**  
5150 W. Spacecoast Pkwy.  
Kissimmee, FL 32741  
(305) 396-1111  
Contact: Tom Davis

Howard Johnson Fountain Park Plaza Hotel offers 413 luxurious oversized rooms/suites, restaurant, banquet/conference facilities, heated swimming pool, jacuzzi, lighted tennis courts, challenge exercise course, nine-hole putting green, shuffleboard, playground, lounge, game room, gift shop, saunas, fantasy movie theater, guest laundry facilities and free shuttle to Walt Disney World.

**HSI HOTELS/HSI  
RESERVATIONS**  
7850 Vance Dr., Suite 220  
Denver, CO 80003  
(303) 431-6881  
Contact: Patricia Rahner

Hotel Systems International owns and operates the DuPont Plaza, Washington; Seven Seas Lodge, San Diego; Grand Hotel, Anaheim; Barclay, Philadelphia; Sir Francis Drake, San Francisco; DuPont Plaza Hotel & Casino, San Juan; Mendocino Hotel & Garden Cot-



tages, Mendocino; Dream Inn, Santa Cruz; Inn At The park, Anaheim.

**HYATT REGENCY DFW**  
P.O. Box 619014 International  
Pkwy.  
DFW Airport, TX 75261-9014  
(214) 453-8400  
Contact: Andy Totin

Hyatt Regency DFW, ideally located inside DFW Airport, features conference/convention facilities, hotel accommodations and elegant amenities such as Hyatt Bear Creek Golf & Racquet Club and the Business Communication Center which provides extensive office services.

**MARK 2100 HOTEL**  
2100 N. Atlantic Blvd.  
Ft. Lauderdale, FL 33305  
(800) 334-MARK  
(305) 566-8383  
Contact: Fred Speier

Located directly on 550 feet of beautiful palm-tree-lined Atlantic Ocean beach, the Mark 2100 Hotel offers an ocean-front Tiki Lounge, Swigam patio bar, restaurant and lounge with entertainment nightly (except Mon.), and three pools. Choose from rooms, efficiencies, and suites. All of this is in one convenient location—where nothing comes between you and the ocean.

**MILFORD PLAZA HOTEL**  
270 W. 45th St.  
New York, NY 10036  
(212) 869-3600  
Contact: Susan Beyer

**MOUNT SNOW RESORT**  
Mountain Rd.  
Mount Snow, VT 05356-2810  
(800) 451-4443 (groups only)  
(802) 464-8501 (Information and Reservations)  
Contact: Meri Spicer

Mount Snow is a four-season ski and golf resort with group and individual packages available. This resort features 75 ski trails and 16 lifts in winter and a championship golf course and renowned golf school in summer. The Mount Snow region offers a variety of lodging, dining and activity choices.

**PALM DESERT RESORT AND COUNTRY CLUB**  
77-333 Country Club Dr.  
Palm Desert, CA 92660  
(619) 345-2781  
Contact: Karl Gleusing

Palm Desert Resort and Country Club, featuring golf and tennis facilities, condominium accommodations, meeting space and hot air balloon rides, offers NESRA members a 10 percent discount and special summer rates on accommodations.

**PRINCESS CRUISES RESORTS & HOTELS**  
2029 Century Park East  
Suite #3000  
Los Angeles, CA 90067  
(800) 344-2626  
(213) 553-1770  
Contact: Raymond B. Shepard

Princess Cruises Resorts & Hotels is a hospitality management company specializing in resorts and hotels in southern California. Properties include: Alicante Princess, Garden Grove; Casa Sirena, Oxnard; Desert Princess Resort, Palm Springs; Vacation Village, San Diego.

**QUALITY INN KINGS ISLAND**  
I-71 & St. Rt. 741 (Exit 25)  
Mason, OH 45040  
(800) 227-7100  
(513) 398-8075  
Contact: Diana Hanna

The Quality Inn offers a 10 percent discount off regular room rates Friday-Saturday nights, a 15 percent discount Sunday-Thursday nights. Advance reservations are suggested, based upon space availability. Not valid with any other discount or promotion. Discount flyers are available.

**REGENCY SUITES HOTEL**  
975 W. Peachtree St. at 10th St.  
Atlanta, GA 30309  
(800) 642-3629  
(404) 876-5003  
Contact: Dianne E. Butler

Regency Suites Hotel offers guests all the pleasures and comforts of home in Atlanta's midtown location—the heart of the cultural arts district. NESRA members can take advantage of our "Suite Dimensions" discount rate of \$49 Friday, Saturday and Sunday. Located next door to MARTA Rapid Rail Station, the hotel gives convenient access to all Metro-Atlanta attractions.

**RESIDENCE INN BY MARRIOTT**  
257 N. Broadway  
Wichita, KS 67202  
(316) 267-6767  
Contact: Ralph Thiergart

The Residence Inns are all-suite hotels featuring one or two bedrooms, full kitchens, living rooms and fireplaces. Perfect for vacationing families, these hotels are in over 35 states with over 100 locations.

**SEABROOK ISLAND RESORT**  
P.O. Box 32099  
Charleston, SC 29417  
(800) 845-2475  
Contact: Judy Hardee

Seabrook Island, a private oceanside resort 23 miles south of historic Charleston, offers luxury villa accom-

modations, dining, championship golf and tennis, deep sea charters, horseback riding, bicycling, sailing, pools, sandy beaches and children's programs. There is a 15 percent discount on daily villa rates and a 10 percent discount on weekly villa rates year round. Ask about your NESRA discount.

**SHERATON-LAKESIDE INN**  
7711 U.S. 192 West  
Kissimmee, FL 32741  
(305) 828-8250  
Contact: Christine L. Madsen

Sheraton-Lakeside Inn, a 652-room resort one and a half miles from Disney's Main Gate, offers its visitors free use of paddleboats on a private lake, pools, playgrounds, gamerooms, and tennis courts. NESRA members receive a special \$45 rate up until February 13, 1988. In addition, a third night is free through January.

**SHERATON MARTINSBURG INN**  
301 Foxcroft Ave.  
Martinsburg, WV 25401  
(304) 267-5500  
Contact: John McVey

Located in the scenic, historic Shenandoah Valley, 65 miles from Washington, DC, the Sheraton Martinsburg Inn features 120 deluxe accommodations, 14 meeting rooms, a restaurant, and a lounge with entertainment. This site also offers indoor and outdoor swimming and year round tennis. Its facilities can be used for small meetings, recreation groups, and getaways. Packages are available.

**SHERATON TUCSON EL CONQUISTADOR**  
10000 N. Oracle Rd.  
Tucson, AZ 85704  
(602) 742-7000  
Contact: R. A. Vaughan

The El Conquistador, a self-contained luxury resort, features 440 rooms, three restaurants and four lounges. This facility also offers a spa, golf, tennis, and horseback riding. The 1988 rates are as follows: Jan. 1 to May 29—\$126; May 30 to Sept. 5—\$60 and Sept. 6 to Dec. 31—\$98. Rates are based on availability. Identify NESRA when calling.

**SHERATON-TWIN TOWERS**  
5780 Major Blvd.  
Orlando, FL 32819  
(305) 351-1000  
Contact: Aubrey Winner

Sheraton-Twin Towers offers NESRA members special packages with free bus transportation, and discounts on convention and meeting room facilities.

**STOUFFER HOTELS**  
29800 Bainbridge Rd.

Solon, OH 44139  
(216) 248-3600  
Contact: Fred Miller

The Stouffer Hotels are a deluxe hotel chain of 33 properties.

**SURFSIDE RESORTS**  
2500 N. Atlantic Ave.  
Daytona Beach, FL 32018  
(800) 874-6996  
(904) 672-0990  
Contact: Sue Wills

The LaPlaya-Best Western, Howard Johnson's Oceanside and the Pirates Cove Beach Lodge are luxury hotels all located directly on the world's most famous beaches. There is a wide array of accommodations to choose from, including large efficiencies and suites. Fine dining and entertainment, convention, meeting, and banquet facilities for up to 250 people are offered. Lodging discounts of up to 25 percent are available to NESRA members.

**UNION PLAZA HOTEL & CASINO**  
Number One Main St.  
Las Vegas, NV 89101  
(800) 634-6575  
Contact: Harvey Diederich

Located in uptown Las Vegas, the Union Plaza Hotel & Casino offers more than 1,000 luxury rooms and suites, convention facilities, and outstanding dining. Broadway shows, lounge entertainment, a three-acre casino with race and sports book, along with swimming, tennis and jogging on the sports deck are also available. You'll find all the gambling city has to offer at the Union Plaza.

**WESTIN HOTELS & RESORTS**  
The Westin Building  
2001 Sixth Ave.  
Seattle, WA 98121  
(206) 443-5274  
Contact: Jim Weiss

**WHEELING PARK COMMISSION**  
Oglebay—Route 88  
Wheeling, WV 26003  
(304) 242-3000  
Contact: Patricia Mollica  
Hargleroad

Oglebay, a resort for all seasons, provides family corporate recreation activities, overnight accommodations, and December's "Festival of Lights." Wheeling Park is a family recreation complex, specializing in corporate picnics. It offers discounts on admissions and hotel accommodations (based on availability).

**WHISKEY PETE'S ALL NEW  
CASINO AND BEST WESTERN  
HOTEL**  
P.O. Box 14965  
I-15 South California/Nevada

**Border**  
Las Vegas, NV 89114-4965  
(702) 382-4388  
Contact: Fred Hasty

Whiskey Pete's offers your favorite games of chance, three new restaurants, two pools, jacuzzi, live entertainment, satellite TV and free in-room coffee. Forty-five miles south of Las Vegas, NESRA members receive a 10 percent discount.

**WINEGARDNER & HAMMONS,  
INC.**  
4243 Hunt Rd.  
Cincinnati, OH 45242  
(513) 891-3326  
(800) 447-7678  
Contact: Cindy Swift

Winegardner & Hammons, Inc. is a full-service hotel management company which owns, operates and/or provides financial services to over 70 hotels nationwide. Call for a complete listing and further information on available discounts, including our newest locations: Radisson Hotel, Lansing, MI and Radisson Hotel, Columbus, OH.

**WINTER PARK VACATIONS**  
P.O. Box 3095  
Winter Park, CO 80482  
(800) 228-1025  
(303) 726-9421  
Contact: Reservations Staff

Winter Park Vacations offers fully-equipped accommodations at six resort properties. Recreation facilities include swimming pool, hot tubs and sauna. NESRA members are offered (during certain periods) a 20 percent discount for stays of three or more nights and a 15 percent discount for two night stays.

**WYNDHAM HOTEL COMPANY**  
2001 Ross Ave., Suite 3200  
Dallas, TX 75201  
(214) 978-4500  
Contact: Marietta Baldwin

Wyndham Hotels and Resorts manages hotels in Atlanta, GA; Austin, Houston and Dallas, TX; Chicago, IL; Philadelphia, PA; Palm Springs, CA; Scottsdale, AZ; Washington, DC; Poughkeepsie, NY; off-shore resorts in Kingston and Montego Bay, Jamaica and Nassau, Bahamas.

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## PROFESSIONAL SERVICES

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**AMERICAN HEALTH  
CONSULTANTS**  
67 Peachtree Park Dr., N.E.

Atlanta, GA 30309  
(404) 351-4523  
Contact: Gail Poulton

American Health Consultants publishes *Employee Health & Fitness*, the monthly newsletter providing the latest news and information concerning the promotion of employee health and well-being.

**ATHLETIC BUSINESS  
PUBLICATIONS**  
1842 Hoffman St., Suite 201  
Madison, WI 53704  
(608) 249-0186  
Contact: Beth Schmelzer

*Athletic Business* is a magazine for those who plan, finance and operate athletic/recreation/fitness programs and facilities. The magazine is free of charge for those who qualify.

**CLUB INDUSTRY MAGAZINE**  
1415 Beacon St. C9122  
Boston, MA 02146  
(617) 277-3823  
Contact: Karen Reynolds

*Club Industry* magazine features articles on corporate fitness programs, new product information, and trends in the fitness and recreation industry. Please write for a sample copy and subscription information.

**C.S. PHOTO**  
47 Main St.  
New Britain, CT 06050  
(203) 229-2057  
Contact: Steve Zoref

C.S. Photo is a full-service photo finisher. It offers high quality photofinishing using only Kodak paper and chemicals. C.S. Photo is a member of the Kodak Colorwatch System.

**EKTRA PHOTOFINISHING  
CORP.**  
8750 Tesoro Dr.  
San Antonio, TX 78286  
(512) 828-9111  
Contact: Thomas L. Mewhirter

**LAKEWOOD PUBLICATIONS,  
INC.**  
50 S. 9th St.  
Minneapolis, MN 55402  
(612) 333-0471  
Contact: Dave Woodhead

**WHOLE PERSON ASSOCIATES**  
1702 E. Jefferson  
Duluth, MN 55812  
(218) 728-6807  
Contact: Dr. Donald A. Tubesing

Whole Person Associates, a firm of consultants and publishers, specialize in designing and developing innovative programs and products for stress management and wellness promotion. Their

creative product line includes handbooks for trainers, audio and video training packages with workbooks, relaxation tapes and self-help guides.

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## PROGRAM SUPPLIES

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**AWARDS BY KAYDAN**  
909 Main St.  
Antioch, IL 60002  
(312) 395-2900  
Contact: Daniel Dreyer

**CHANNING L. BETE CO., INC.**  
200 State Rd., Dept. W100  
S. Deerfield, MA 01373  
(413) 665-7611, ext. 321  
Contact: Jack McKenzie

This company provides scriptographic booklets for employee communications programs such as health and safety promotion, stress, nutrition, employee assistance, attitude and motivation, etc. Scriptography employs a concise blend of words and graphics to present information in a way that is easy to read and understand.

**CLYDE A. SHORT COMPANY**  
P.O. Drawer 310  
Shelby, NC 28150  
(704) 482-9591  
Contact: Chad Chastain

The C.A.S. Company is one of the nation's leading suppliers of gifts and awards to industry. Specializing in development, administration and fulfillment, it offers 28 individually priced catalogues. Shipping in all 50 states, the catalogues promote employee involvement and family participation through recognition.

**CULVER COMPANY**  
400 Main St.  
Stamford, CT 06901  
(800) 4-CULVER  
(203) 348-9808  
Contact: Brennan Culver

The Culver Company is a publisher of full-color educational booklets which use eye-catching graphics and crisp copy to communicate information on subjects such as stress, alcoholism, safety, etc. Call our toll-free number for a free sample of our booklets.

**MASTERS OF MARKETING, INC.**  
P.O. Box 2448  
Vincentown, NJ 08088  
(609) 268-8273  
Contact: Michael E. Gargas

Masters of Marketing, Inc., national rep-

resentatives for Johnson & Johnson first-aid kits, Johnson & Johnson baby products, Florida Medical Industries & Woodmere China, offers NESRA members customized programs for safety awards, company picnics, executive gifts and all related programs.

**NORTH AMERICAN MARKETING CORPORATION**  
100 Sanrico Dr.  
Manchester, CT 06040  
(203) 563-3776  
Contact: James Tillona

**PRECISION DYNAMICS CORPORATION**  
13880 Del Sur St.  
San Fernando, CA 91340-3490  
(818) 897-1111  
Contact: Ellen Repar

Precision Dynamics offers Visa® band access and crowd control identification bracelets.

**VIEWER'S CHOICE VIDEO**  
8383 Wilshire Blvd., Suite 900  
Beverly Hills, CA 90211  
(213) 655-3800  
Contact: Steven A. Lande

Viewer's Choice provides member companies with a video vending machine that contains prerecorded video cassette tapes that can be rented by persons who work at the member firm. Video vending machines offer convenience to the customers, who no longer have to leave work to drive to the local convenience store to return tapes.

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## SPORTING GOODS/ INFORMATION

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**ALL AMERICAN SPORTS CLUB**  
675 E. Wardlow Rd., Suite 201  
Long Beach, CA 90807  
(213) 427-1377  
Contact: Richard Maertz

**AMATEUR SOFTBALL ASSOCIATION OF AMERICA**  
2801 N.E. 50th St.  
Oklahoma City, OK 73111  
(405) 424-5266  
Contact: Don Porter

**AMERICAN BOWLING CONGRESS**  
5301 South 76th St.  
Greendale, WI 53129  
(414) 421-6400  
Contact: Jack Mordini

American Bowling Congress is a non-profit, non-commercial voluntary membership organization providing goods and

services to its nearly 4 million members actively involved in the sport of American tenpins.

**ATHLETIC INSTITUTE**  
200 Castlewood Dr.  
North Palm Beach, FL 44308  
(305) 842-3600  
Contact: Dustin A. Cole

The Athletic Institute produces educational films, videos and books on sports techniques, physical education, youth and recreational sports, facilities development, and graduate study in sports management.

**BAUSCH & LOMB/RAY-BAN® SUNGLASSES DIVISION**  
42 East Ave.  
Rochester, NY 14603  
(716) 338-6485  
Contact: Joe Stannard

Bausch & Lomb/Ray-Ban® sunglasses are available for resale to employees. Ray Ban® sunglasses are the number one selling sunglasses in America today.

**INTERNATIONAL SNOWMOBILE INDUSTRY ASSOCIATION**  
3975 University Dr., Suite 310  
Fairfax, VA 22030  
(703) 273-9606  
Contact: Roy W. Muth

ISIA coordinates seminars on snowmobiling for corporate audiences located within the North American snow belt. Seminar subjects include history of the sport, familiarization with the vehicle, where to ride locally, regulations governing the sport, snowmobiling club activity and snowmobiling tourism opportunities.

**NATIONAL GOLF FOUNDATION**  
1150 South U.S. Hwy. One  
Jupiter, FL 33477  
(305) 744-6006  
Contact: Bill Jasso

The National Golf Foundation has an extensive catalogue of golf publications relating to the development and operation of new and existing golf facilities; golf instruction programs for schools; programs to increase the utilization of existing golf facilities and to encourage new players to take up the game.

**NATIONAL RIFLE ASSOCIATION**  
1600 Rhode Island Ave. N.W.  
Washington, DC 20036  
(202) 828-6000  
Contact: John J. Grubar

**TABLE TENNIS AMERICA, LTD.**  
Box 32111  
Oklahoma City, OK 73123  
(405) 943-1967  
(800) 654-6720

Contact: Ron Shirley

This Company distributes Stiga table tennis tables, rackets, balls, and accessories. Tables are available in institutional and competition models as well as indoor and outdoor models designed for long-lasting use. Stiga is an official supplier to the 1988 Olympic Games, 1987 Pan Am Games, and competition world-wide.

## SPORTSWEAR

**CHAMPION PRODUCTS, INC.**  
3141 Monroe Ave.  
Rochester, NY 14618  
(716) 385-3200  
Contact: Ron Guarino

**FEDERAL SALES**  
4555-15 Groves Rd.  
Columbus, OH 43232  
(614) 868-8511  
Contact: Robert L. Eisenman

Federal Sales offers all sporting goods, team uniforms and equipment, exercise equipment, socks, sweats, T-shirts, jackets, racquetball gloves, eyeguards and racquets. Discounts of 25 percent off list prices are available to NESRA members.

**GEAR FOR SPORTS**  
16002 W. 110th St.  
Lenexa, KS 66219  
(913) 888-0535  
Contact: Alan Krasnoff

Gear for Sports features imprinted activewear, heavyweight fleece and related separates. Utilize their graphic and printing capabilities.

**SOC-N-POC CORPORATION**  
717 Brea Canyon Rd., Suite 12  
Walnut, CA 91789  
(714) 595-9540  
Contact: Manuel L. Townes

Soc-N-Poc offers high quality cotton socks with perfect pockets to take cash, keys and I.D.'s with you. These socks are outstanding for new product introductions, special events, company team sponsorships, promotions and fund-raising drives.

**VELVA SHEEN MFG. COMPANY**  
3860 Virginia Ave.  
Cincinnati, OH 45227  
(800) 543-4950  
(800) 582-7293 (in OH)  
Contact: Joyce Fernandez

Velva Sheen offers imprinted sportswear including T-shirts, sweatshirts, jer-

seys, jackets, sweaters and shorts.

## TRAVEL: CRUISE LINES/AIRLINES/AGENCIES

**AIR FRANCE**  
875 N. Michigan Ave.  
Chicago, IL 60611  
(312) 440-7915  
Contact: Lee Young

**A.I.T., INC.**  
170 Main St.  
Manasquan, NJ 08736  
(201) 223-0157  
Contact: Gehard F. Angersbach

**BERMUDA STAR LINE**  
1086 Teaneck Rd.  
Teaneck, NJ 07666  
(800) 223-3223  
Contact: Andy Sama

The Bermuda Star Line offers cruises from New York to Bermuda and Canada, Tampa to Mexico, and San Diego to the Mexican Riviera aboard the SS Bermuda Star, SS Canada Star and the SS Veracruz. Substantial NESRA discounts are available on cruises only and air/sea package tours.

**BERMUDA TRAVEL PLANNERS, LTD.**  
420 Lexington Ave.  
New York, NY 10170  
(800) 323-2020  
(212) 867-2718 (in NY)  
Contact: Robert Delorenz

As tour operators, Bermuda Travel Planners offers NESRA member employees individual vacation travel to Bermuda at group rates. Discounts of 10 to 15 percent are available to NESRA members at 25 hotels and two cruise lines sailing to Bermuda and the Caribbean.

**KLM ROYAL DUTCH AIRLINES**  
225 N. Michigan Ave., Suite 324  
Chicago, IL 60601  
(312) 861-9292, ext. 220  
Contact: Frank Maguire

Fly KLM Royal Dutch Airlines to Amsterdam and beyond. KLM flies to 125 cities and over 75 countries, from five convenient U.S. gateways: New York, Chicago, Atlanta, Houston and Los Angeles.

**ORGANIZERS, ETC., INC.**  
Writers Suite 602  
1780 S. Bellaire  
Denver, CO 80222  
(303) 758-5795  
Contact: Nancy R. Harris

Organizers, Etc., Inc. provides discounted two-to-seven night ski tour packages (lodging, lifts and transportation) in Rocky Mountain resorts, specializing in Colorado. Utilize their conference planning experience in mountain locations for groups of four to 2,000.

**SEE & TOUR AMERICA, INC.**  
13 Whitehall Ct.  
Streamwood, IL 60107  
(312) 882-9075  
Contact: Beverly S. Pettersen

See & Tour America offers top quality travel programs at excellent prices to destinations throughout the U.S., Canada, the Caribbean, and points beyond. Cruises are one of our specialties, (Hawaii, Caribbean, Alaska, Mexican Riviera, etc.). Special savings are available to NESRA members.

**SOUTH FLORIDA CRUISES, INC.**  
2005 Cypress Creek Rd.  
Suite 207  
Ft. Lauderdale, FL 33309  
(800) 327-SHIP  
(305) 493-6300  
1-800-42-NESRA  
Contact: Gail Curtis

South Florida Cruises, Inc., the nation's leading cruise consultants, offers tremendous savings on all major cruise lines to all ports of call. Cruises can be booked two weeks to 14 months in advance. Bonded by CLIA, members of ARTA, BBB and C of C.

**SWISSAIR**  
608 Fifth Ave.  
New York, NY 10020  
(212) 484-0621  
Contact: C. Thomas Macari

Swissair offers all NESRA members, active or retired, skiing and other sports packages, health spas and fitness programs, city interludes and countryside touring. Group departure dates can be arranged with other NESRA companies with similar interests. Swissair can assist in the planning and promotion of these tours to Europe, the Middle East and Africa.

**THREE BUOYS HOUSEBOAT VACATIONS**  
718 N. Third St.  
St. Louis, MO 63102  
(314) 621-8215  
Contact: John Jackel  
Kathy Chartrand

Three Buoys is the world's largest cluster fleet offering three-day, four-day, or week-long vacations on floating villas. Each boat sleeps 10, is fully air-conditioned, has a complete kitchen, a microwave, a gas barbeque grill and many more features to make your va-



cation a unique one! For information on marine resorts in Canada, U.S. and British Virgin Islands, please call or write. NESRA members receive a 10 percent discount.

#### **TRANS GLOBAL TOURS**

8200 Normandale Blvd.

Suite 504

Minneapolis, MN 55437

(612) 831-1980

Contact: Karen Martens

Trans Global Tours is a major tour operator specializing in inexpensive, high-quality tour programs for employee recreation groups to popular destinations such as winter Caribbean cruises and fall trips to central Europe, England, Ireland and Spain. Discounts vary. Call for details.

#### **TRAVERSE COMPANY**

300 Putnam Hill Rd.

Sutton, MA 01527

(800) 321-3456

(617) 865-6121 (in MA)

Contact: Bill Perry

The Traverse Company can provide complete group ski vacations (21 people minimum) that are fun and easy to arrange. Destinations: Rockies, Killington, Mount Snow, Sugarbush, Quebec City and more in Vermont, New Hampshire and Canada.

#### **WINDJAMMER BAREFOOT**

**CRUISES, LTD.**

P.O. Box 120

Miami Beach, FL 33119

(800) 327-2600

Contact: Robert C. Smith

Sail a tall ship to remote Caribbean islands. Sign aboard with the world's largest fleet of tall ships. Leisurely explore uninhabited islands, swim in crystal clear waters, shop native villages, and enjoy exotic cuisine. Booking six days before the ship sails offers prices from \$625. Save up to 50 percent on air fare from major U.S. and Canadian gateways with its Fareshare program. NESRA discount includes 20 percent off cruise fare. Call for a free adventure booklet.

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## **TRAVEL INFORMATION/ VISITOR BUREAUS**

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#### **AMERICAN BROCHURE DISTRIBUTING COMPANY**

Riverview Rd.

P.O. Box 737

Lenox, MA 01240

(413) 637-1390

Contact: Jean A. Rodovick

American Brochure Distributing Company offers vacation and recreation brochure centers as a free benefit for your employees. Brochures provided include airlines, resorts, ski areas, cultural attractions, theme parks, related services plus other travel/recreation publications.

#### **AMERICAN SKI ASSOCIATION**

1888 Sherman St., Suite 500

Denver, CO 80203

(303) 861-7669

(800) 525-7669

Contact: Ellen Blackburn

The American Ski Association is the largest organization of recreational skiers. ASA provides skiers substantial discounts on lift tickets, lodging and dining. Our 1987-88 ski weeks, each competitively priced, are at Vail and Steamboat. Corporate discounts and fundraising opportunities are available for NESRA members.

#### **DESERT RESORT**

**COMMUNITIES CONVENTION  
& VISITORS BUREAU**

44-100 Monterey, Suite 203

Palm Desert, CA 92260

(619) 568-1886

Contact: Rolfe R. Shellenberger

The Bureau represents a selection of hotels ranging from very economical to top luxury, plus many attractions, recreational establishments and tourist-related businesses in the California Desert, in and near Palm Springs. Discounts for NESRA members range from 10 to 30 percent off seasonal rack rates.

#### **GREATER MINNEAPOLIS CONVENTION & VISITOR ASSOCIATION**

15 S. Fifth St.

Minneapolis, MN 55402

(800) 445-7412 (Outside MN)

(612) 348-4313

Contact: Barbara Scholle

Providing brochures, photographs and other materials, the Greater Minneapolis Convention and Visitor Association is a full-service organization for conventions and visitors coming to or promoting the "City of Lakes." It also prints a brochure listing hotel packages for visitors. For more information, contact the Tourism Department of the Association.

#### **KISSIMMEE-ST. CLOUD CONVENTION & VISITORS BUREAU**

P.O. Box 2007

Kissimmee, FL 32742-2007

(305) 847-5000

Contact: Sunny J. Taylor

Kissimmee-St. Cloud Convention & Visitors Bureau is a central Florida desti-

nation promotion agency representing over 115 hotels/motels and 30 campgrounds outside of the main entrance to Walt Disney World and close to many other Central Florida attractions. Consumer and travel trade professional literature and information is available.

#### **LAS VEGAS CONVENTION & VISITORS AUTHORITY**

3150 Paradise Rd.

Las Vegas, NV 89109

(702) 733-2200

Contact: Don Stuckey

Las Vegas has top name entertainment, beautiful hotel rooms at bargain prices, world champion sporting events, and a wonderful climate for both indoor and outdoor sports.

#### **NEW YORK CONVENTION & VISITORS BUREAU**

Two Columbus Cir.

New York, NY 10019

(212) 397-8200

Contact: Charles Gillett

#### **NORTH BAY TOURIST— CONVENTION DEPARTMENT**

City Hall-200 McIntyre St.

North Bay, Ontario P1B 8H8

(705) 474-0400

Contact: Ross Kenzie

North Bay is a city of over 50,000 people that offers a four-season vacation opportunity (fishing, hunting, skiing, all water sports) and small (up to 300 delegates) meeting facilities. NESRA members are invited to visit the city between the lakes in the heart of Ontario.

#### **ORLANDO/ORANGE COUNTY CONVENTION & VISITORS BUREAU**

7680 Republic Dr.

Orlando, FL 32819

(305) 345-8882

Contact: Paul Steiner

This full-service convention and visitors bureau represents attractions, hotels, transportation companies and other tourism related businesses throughout central Florida. Write or call for free visitor information including our free official visitors guide, 95 pages of exciting vacation information.

#### **QUEBEC MINISTRY OF TOURISM**

800 Square Victoria, Bureau 260

Montreal, Quebec H4Z 1C3

(514) 873-7977

Contact: Andre Dansereau

In close cooperation with the suppliers of vacation activities in the Province of Quebec, the Ministry of Tourism offers NESRA members opportunities to learn more about Quebec's products and facilities.





# NESRA and the Unrelated Business Income Tax

## How Does It Concern You and Your Association?

by Randy Schools, CESRA

**M**any NESRA member associations are formed as 501-C-4, nonprofit recreation associations, and our chapters are formed as 501-C-6, trade associations. The Unrelated Business Income Tax (UBIT) statute is of importance to NESRA because it allows us to maintain various types of activities which are exempt from federal income tax.

Congressional review in this area has not taken place since 1969, and since that time more than 500 UBIT court cases and rulings have occurred. Many for-profit business representatives have complained to their congressmen that tax-exempt organizations are provided an unfair competitive advantage under present tax law.

One of the major concerns of the small businessman, voiced during the nationwide conferences held at the White House, was the competitive structure of nonprofit business. Many NESRA members are involved in this issue because of the operation of company stores, ticket sales, fitness centers, and special events where individuals pay fees for products and services.

Many of the business people who complained cited that the latest list from the exempt organization service listed over 841,000 nonprofit associations in the country at the end of 1985. This includes voluntary and philanthropic organizations such as schools, hospitals, social services, advocacy organizations, civic, social and fraternal organizations, arts and cultural organizations and foundations, religious institutions, and business leagues.

The federal income tax, created in 1913, established exempt treatment for trade and professional associations. Between 1913 and 1950, nonprofits were free from paying taxes if they could prove they used their income to support their exempt purpose. Congress ad-

dressed the issue of for-profit business taking place in the nonprofit association and passed the unrelated business income tax in 1950. The statute was incorporated into the Internal Revenue Code in 1954 and expanded to cover all tax-exempt organizations in the Tax Reform Act of 1969.

Specifically, "unrelated-business income" is defined as the income from only unrelated trade or business regularly passed on by the exempt organization. The first factor involved is whether an activity is profitable or whether it takes place in the large context of exempt activities. As long as profit is intended, the activity involves a trade or business. The second factor is whether the business activity is conducted frequently or continuously in a way comparable to a commercial organization. The third factor is whether the business activity is substantially related to the association's exempt purpose—a judgement call the IRS and courts make.

The UBIT statute has the following major exclusions for which the tax does not apply:

- Investment earnings including rents, royalties, interest, dividends, and gains from capital property
- Income derived from research performed for federal, state, or local government.
- Net income from qualified trade shows held in connection with association meetings and conventions
- Income derived from activities conducted primarily for the convenience of members, students, patients, officers, or employees, (student book stores, company stores, etc)
- Income from the sale of donated merchandise, or income from an activity substantially performed by volunteers.

NESRA's concern is keeping com-

pany stores and other income-producing activities within the limitations of the law. Other areas which may be scrutinized include fitness centers, video clubs, trade shows and special events, fundraisers, etc.

One of the leading nonprofits in the area of fitness and recreation is the YMCA. The Y's testimony during the House hearings focused on the role that fitness and exercise serve in preventative health care. They also cited leading medical research and evidence supporting the premise that the availability of these programs helps prevent further health problems and improves productivity at work. This information applies to NESRA as we focus on employees at the workplace. Similar to the Y's program, corporate programs are priced to cover expenses, with the main purpose being to get as many employees as possible to participate.

Our stores, in turn, are a convenience to employees and are maintained to cover day-to-day expenses, plus the cost of goods sold. We want our employees on the job to be productive as well as have a convenience for purchasing various goods to help in their personal and professional lives.

The House Ways and Means Oversight Committee has now heard testimony from over twenty-five organizations on the pros and cons of nonprofit associations operating various projects which may or may not infringe on the rights of small business owners. Their concern is making the system fair.

Hearings will continue during the next year, with NESRA's concern being voiced along with other nonprofits. ☺

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*Randy Schools, CAE, CESRA, NESRA Vice President of Public and Government Affairs, is General Manager, National Institutes of Health, Recreation and Welfare Association, Bethesda, Maryland.*

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Cherry Hill is a second generation family-owned business established in 1933 — providing more than 50 years of expert service. Member: Chamber of Commerce of the United States; Better Business Bureau of Central North Carolina; NESRA.

Employee service managers can order a no charge Cherry Hill Portfolio of

Interiors package with full information on how to participate in this program by calling our toll-free number. Or write to us at the address below. Employees can ask their employee service manager for details or call our toll-free number.

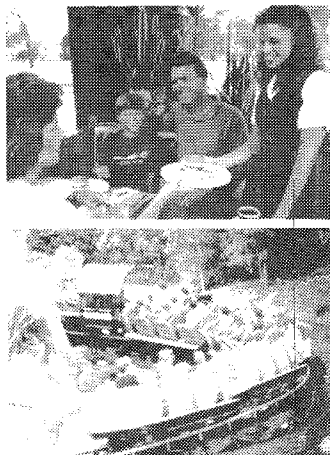
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